



Accountable, Effective & Well-Managed Government

Focus Area All Funds Budget - \$144,098,516

Department	All Funds Departmental Budget
Office of the City Attorney	\$3,018,882
City Clerk and Clerk of Council	\$417,609
City Council	\$688,708
City Manager's Office	\$2,269,487
Communications & Public Information	\$1,544,293
Finance Department	\$13,860,587
Department of General Services	\$15,032,350
Human Resources	\$4,534,051
Information Technology Services (ITS)	\$12,233,112
Office of Internal Audit	\$442,002
Office of Management and Budget (OMB)	\$1,288,729
Non-Departmental (City Memberships, Insurance, Debt Service, Cash Capital, Employee Compensation, Contingent Reserves, Response to Emergencies)	\$86,909,195
Office of Performance & Accountability (OPA)	\$524,182
Office of Voter Registration & Elections	\$1,335,329

Office of the City Attorney



The Office of the City Attorney provides litigation services to enforce and defend city laws, agreements and regulations and to support petitions to protect children and adults in need of court ordered protection; processes Freedom of Information Act requests; drafts contracts, agreements, memorandums of understanding and ordinances; and provides general legal advice to City Council, boards and commissions and all city departments.

Department Contact Info

703.746.3750

www.alexandriava.gov/cityattorney/

Department Head

Joanna Anderson



EXPENDITURE SUMMARY

	FY 2018 Actual	FY 2019 Approved	FY 2020 Approved	\$ Change 2019 - 2020	% Change 2019 - 2020
Expenditures By Character					
Personnel	\$2,161,540	\$2,448,239	\$2,414,573	(\$33,666)	-1.4%
Non-Personnel	\$846,117	\$500,146	\$604,309	\$104,163	20.8%
Total	\$3,007,657	\$2,948,385	\$3,018,882	\$70,497	2.4%
Expenditures by Fund					
General Fund	\$3,007,657	\$2,948,385	\$3,018,882	\$70,497	2.4%
Total	\$3,007,657	\$2,948,385	\$3,018,882	\$70,497	2.4%
Total Department FTEs	15.00	16.00	16.00	-	0.0%

FISCAL YEAR HIGHLIGHTS

- The FY 2020 budget for the City Attorney increases by \$70,497 or 2.4% compared to FY 2019 levels.
- Personnel decreases by \$33,666 or 1.4% due to annual merit and health insurance rate increases, offset by a decrease in retirement contribution rates and employee turnover.
- Non-personnel increases by \$104,163 or 20.8% due to internal printing and photocopying costs, Adobe and mobile device management, Voice Over Internet Protocol (VOIP), City Works maintenance costs and the correction of an error that occurred in the FY 2019 budget. The City Attorney's Office requested and received a carryover from FY 2017 of \$100,000 to increase their budget for outside legal services, which was based on prior year actual experience. However, this increase was not made permanent in the FY 2019 base budget. For FY 2020 the \$100,000 has been added to the outside legal services budget.



DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
TOTAL FY 2019 APPROVED ALL FUNDS BUDGET	16.00	\$2,948,385
All Programs		
Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes increases and/or decreases in salaries & benefits, contracts, and	0.00	\$70,497
TOTAL FY 2020 APPROVED ALL FUNDS BUDGET	16.00	\$3,018,882



PERFORMANCE INDICATORS

Strategic Plan indicators supported by this Department

- Increase percentage of residents who approve of the value of services received for taxes paid in Alexandria from 2016's 52%.

Key Department Indicators	2016 Actual	2017 Actual	2018 Actual	2019 Estimate	Target
<i>Average number of days to respond to Freedom of Information Act (FOIA) requests</i>	6.5	7.6	6.9	5.0	5.0
<i>Number of City initiated cases litigated to enforce City laws, agreements, and regulations, and recover damages</i>	149	279	124	200	200
<i>Number of petitions submitted to protect children and adults in need of court ordered protection</i>	100	173	77	150	100
<i>Percent of City employees surveyed satisfied with legal services provided by the City Attorney's Office</i>	93%	87%	95%	95%	90%



PRIORITY BASED BUDGETING RESULTS

Service	Description	FY19 Cost (\$ in M)	PBB Quartile Score
Code Compliance	Ensure compliance with appropriate federal, state and city provisions	0.25 M	2
Legal Counsel	Provide legal direction and support to city departments.	1.18 M	2
Litigation	Represent the City in litigation to enforce and defend city laws, regulations and agreements.	0.67 M	2
Petition	Petition the court to protect children and adults that are in need of court ordered protection.	0.44 M	3
Public Record Requests	Respond to subpoenas and Freedom of Information Act requests.	0.41 M	4

City Clerk & Clerk of Council



The City Clerk is appointed by Council and serves as its secretary. The City Clerk prepares and distributes the docket for Council meetings and keeps minutes. The City Clerk keeps a record of the proceedings of meetings of Council and keeps a record of all approved ordinances and resolutions and reports presented to Council for consideration. All of these records are public records and open to inspection. The Office of the City Clerk is responsible for the production and distribution of dockets and supporting materials for Council meetings.

Department Contact Info

703.746.4550

www.alexandriava.gov/CityClerk

Department Head

Gloria Sitton

City Clerk & Clerk of Council



EXPENDITURE SUMMARY

	FY 2018 Actual	FY 2019 Approved	FY 2020 Approved	\$ Change 2019 - 2020	% Change 2019 - 2020
Expenditures By Character					
Personnel	\$313,943	\$348,953	\$360,088	\$11,135	3.2%
Non-Personnel	\$69,145	\$52,288	\$57,521	\$5,233	10.0%
Total	\$383,089	\$401,241	\$417,609	\$16,368	4.1%
Expenditures by Fund					
General Fund	\$383,089	\$401,241	\$417,609	\$16,368	4.1%
Total	\$383,089	\$401,241	\$417,609	\$16,368	4.1%
Total Department FTEs	3.00	3.00	3.00	-	0.0%

FISCAL YEAR HIGHLIGHTS

- The FY 2020 budget for the City Clerk and Clerk of Council increases by \$16,368 or 4.1% compared to FY 2019 levels.
- Personnel increases by \$11,135 or 3.2% due to annual merit and health insurance rate increases offset by a decrease in retirement contribution rates.
- Non-personnel increases by \$5,233 or 10% due to Voice Over Internet Protocol (VOIP), City Works maintenance costs and mobile device management license costs.

City Clerk & Clerk of Council



DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
TOTAL FY 2019 APPROVED ALL FUNDS BUDGET	3.00	\$401,241
All Programs		
Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes increases and/or decreases in salaries & benefits, contracts, and materials.	0.00	\$16,368
TOTAL FY 2020 APPROVED ALL FUNDS BUDGET	3.00	\$417,609

PRIORITY BASED BUDGETING RESULTS

Service	Description	FY19 Cost (\$ in M)	PBB Quartile Score
Docket Preparation & Distribution	Prepare and distribute items for Council consideration to members of Council and the public (manually and electronically) and to notify the public of items scheduled before Council in accordance with state and local laws.	0.10 M	1
Council Support	Provide reception, research, general office support and budget administration services in order to support Council's effective operation.	0.11 M	3
Meeting Support & Documentation	Maintain a permanent record of official City Council actions in a prompt and accurate manner.	0.11 M	3
Boards & Commission Support	Process City boards and commission applications, oaths and to manage, advertise and fill vacancies on boards and commissions.	0.08 M	4

City Council



The Alexandria City Council is composed of a Mayor and six Council members who are elected at-large for three-year terms. The Mayor, who is chosen on a separate ballot, presides over meetings of the Council and serves as the ceremonial head of government. Council members traditionally choose the person receiving the most votes in the election to serve as Vice Mayor. The Council's functions include, but are not limited to: reviewing and approving the annual budget; establishing long and short-term objectives and priorities for the City; establishing tax rates and borrowing funds; passing ordinances and resolutions; responding to constituent needs and complaints; and representing the community.

Department Contact Info

703.746.4550

www.alexandriava.gov/Council

City Mayor

Justin Wilson

CITY OF ALEXANDRIA, VIRGINIA
City Council



EXPENDITURE SUMMARY

	FY 2018 Actual	FY 2019 Approved	FY 2020 Approved	\$ Change 2019 - 2020	% Change 2019 - 2020
Expenditures By Character					
Personnel	\$517,429	\$530,239	\$610,448	\$80,209	15.1%
Non-Personnel	\$66,143	\$66,645	\$78,260	\$11,615	17.4%
Total	\$583,572	\$596,884	\$688,708	\$91,824	15.4%
Expenditures by Fund					
General Fund	\$583,572	\$596,884	\$688,708	\$91,824	15.4%
Total	\$583,572	\$596,884	\$688,708	\$91,824	15.4%
Total Department FTEs	1.00	1.00	1.00	-	0.0%

FISCAL YEAR HIGHLIGHTS

- The FY 2020 budget for the City Council increases by \$91,824 or 15.4% compared to FY 2019 levels.
- Personnel increases by \$80,209 or 15.1% largely due to Council member pay increases (\$30,500 to \$41,600 for the Mayor and \$27,500 to \$37,500 for Council members totaling \$71,100) adopted by the previous City Council in calendar year 2018.
- Non-personnel increases by \$11,615 or 17.4% primarily due to additional funding for education, training, and associated conference costs of \$10,000.



DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
TOTAL FY 2019 APPROVED ALL FUNDS BUDGET	1.00	\$596,884
All Programs Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes increases and/or decreases in salaries & benefits, contracts, and materials.	0.00	\$81,824
All Programs Travel Budget—Travel budget increased to fund Councilmembers in attending conferences, meetings and seminars in greater frequency than the prior City Council.	0.00	\$10,000
TOTAL FY 2020 APPROVED ALL FUNDS BUDGET	1.00	\$688,708

PRIORITY BASED BUDGETING RESULTS

Service	Description	FY19 Cost (\$ in M)	PBB Quartile Score
City Council	The Council's functions include, but are not limited to: reviewing and approving the annual budget; establishing long and short-term objectives and priorities for the City; establishing tax rates and borrowing funds; passing ordinances and resolutions; responding to constituent needs and complaints; and representing the community.	0.60 M	1

City Manager's Office



The Alexandria City Manager is appointed by the City Council to be the chief executive officer of the City. The City Manager carries out the policy directives of the City Council and manages the daily operations of City government. The City Manager oversees the preparation of the annual operating and capital budgets and periodic financial and administrative reports as may be required for submission to the City Council. The City Manager is responsible for proposing a detailed annual City Government operating budget amount to Council, which includes an Alexandria Public Schools operating budget as well as a 10-year City and Schools Capital Improvement Program. The City Manager is responsible for overseeing presentations of policy choices and proposed plans to City Council and then overseeing the implementation of policies and plans that City Council adopts. The City Manager appoints all heads of departments and employees of the City, except those in elected, judicial, Alexandria City Public Schools, Alexandria Redevelopment and Housing Authority, AlexRenew, DASH, and Libraries positions, City Attorney's Office, and the Office of City Clerk/Clerk of Council.

Department Contact Info

703.746.4300

www.alexandriava.gov/CityManager

Department Head

Mark Jinks

CITY OF ALEXANDRIA, VIRGINIA

City Manager's Office



EXPENDITURE SUMMARY

	FY 2018 Actual	FY 2019 Approved	FY 2020 Approved	\$ Change 2019 - 2020	% Change 2019 - 2020
Expenditures By Character					
Personnel	\$1,860,469	\$1,879,871	\$2,092,902	\$213,031	11.3%
Non-Personnel	\$200,136	\$165,756	\$176,585	\$10,829	6.5%
Total	\$2,060,606	\$2,045,627	\$2,269,487	\$223,860	10.9%
Expenditures by Fund					
General Fund	\$2,060,606	\$2,045,627	\$2,269,487	\$223,860	10.9%
Total	\$2,060,606	\$2,045,627	\$2,269,487	\$223,860	10.9%
Total Department FTEs	10.00	10.50	11.50	1.00	9.5%

FISCAL YEAR HIGHLIGHTS

- Overall, the City Manager's budget increased by \$223,860 or 10.9% for FY 2020. The personnel increase of \$213,031 or 11.3% reflects the change in cost of continuing the current level of service into the next fiscal year as well as the addition of 1.0 FTE. The non-personnel increase of \$10,829 or 6.5% due to current service budget adjustments for the City Manager's Operating functions and operating costs for the new position.
- The Racial and Social Equity Officer position (1.0 FTE) will be responsible for leading the development and implementation of the City of Alexandria's diversity, equity and inclusion initiatives. This position will focus on education, informing, and engaging the community and City staff in a meaningful way to facilitate a more inclusive community. The work of this position will include collaborating with City leadership, City staff and community stakeholders to establish equity as a shared value across the organization and the community.

CITY OF ALEXANDRIA, VIRGINIA
City Manager's Office



DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
TOTAL FY 2019 APPROVED ALL FUNDS BUDGET	10.50	\$2,045,627
All Programs		
Current services adjustment—Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes increases and/or decreases in salaries and benefits, contracts, and materials.	0.00	\$95,423
Organizational Leadership & Management		
Racial and Social Equity Officer—This position will be responsible for leading the development and implementation of the City's diversity, equity and inclusion initiatives.	1.00	\$128,437
TOTAL FY 2020 APPROVED ALL FUNDS BUDGET	11.50	\$2,269,487

CITY OF ALEXANDRIA, VIRGINIA
City Manager's Office



PERFORMANCE INDICATORS

Strategic Plan indicators supported by this Department

- Increase the percentage of residents who approve of the overall quality of City government services from 2016's 77%.
- Increase the percentage of residents who approve of the overall customer service provided by City government employees from 2016's 69%.
- Increase percentage of residents who approve of the value of services received for taxes paid in Alexandria from 2016's 52%.

Key Department Indicators	2016 Actual	2017 Actual	2018 Actual	2019 Estimate	Target
<i>Percent of residents who approve of the overall quality of City government services</i>	77.6%	84.5%	82.1%	83.0%	77.6%
<i>Overall customer service by Alexandria employees</i>	69.1%	71.7%	73.6%	74.0%	69.1%

CITY OF ALEXANDRIA, VIRGINIA
City Manager's Office



PRIORITY BASED BUDGETING RESULTS

Service	Description	FY19 Cost (\$ in M)	PBB Quartile Score
Leadership, organizational and employee development	Provide strategic support to City-wide and departmental leadership teams as well as to individual employees to foster a high performance organization.	0.36 M	1
Legislative advocacy/affairs	Represent City's priorities and interests at State and Federal level.	0.22 M	1
Oversight of City Operations	Ensure the effective management of the daily operations of City government.	0.36 M	1
Policy Development and Implementation	Propose policies to City Council for its consideration.	0.36 M	1
Strategic Budget Development	Prepare and provide direction for proposing annual budget priorities and financial plan for City Government operations.	0.18 M	1
Tax Revenue Growth	Improve the City's business economy, as well as grow the governmental tax revenues which fund the City government.	0.09 M	1
Development and Implementation of 10-year Capital Improvement Plan	Propose a 10-year Capital Improvement Plan.	0.09 M	2
Partnership Development	Lead in identifying opportunities to partner with other entities to achieve City and regional goals and implement resulting initiatives.	0.18 M	2
Customer Assistance and Problem Solving	Interact and communicate with residents and business to address issues and needs.	0.18 M	3

Communications and Public Information



The Office of Communications & Public Information fosters open, accountable and effective government by developing, coordinating and delivering meaningful and responsive communications for the community and for City employees.

Department Contact Info

703.746.3960

<http://www.alexandriava.gov/Communications>

Department Head

Craig Fifer



EXPENDITURE SUMMARY

	FY 2018 Actual	FY 2019 Approved	FY 2020 Approved	\$ Change 2019 - 2020	% Change 2019 - 2020
Expenditures By Character					
Personnel	\$1,117,125	\$1,111,628	\$1,207,207	\$95,579	8.6%
Non-Personnel	\$203,261	\$337,086	\$337,086	\$0	0.0%
Total	\$1,320,386	\$1,448,714	\$1,544,293	\$95,579	6.6%
Expenditures by Fund					
General Fund	\$1,320,386	\$1,448,714	\$1,544,293	\$95,579	6.6%
Total	\$1,320,386	\$1,448,714	\$1,544,293	\$95,579	6.6%
Total Department FTEs	8.00	8.00	9.00	1.00	12.5%

FISCAL YEAR HIGHLIGHTS

- The FY 2020 budget for Communications and Public Information increases by \$95,579 or 8.6% compared to FY 2019 levels.
- Personnel increases by \$95,579 or 8.6% due to annual merit and health insurance rate increases and the addition of a Web Editor Position.



DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
TOTAL FY 2019 APPROVED ALL FUNDS BUDGET	8.00	\$1,448,714
All Programs Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes increases and/or decreases in salaries & benefits, contracts, and materials .	0.00	(\$2,482)
Communications and Public Information Web Editor—This position will significantly increase the department’s ability to draft, review, and edit web content for accuracy and clarity. The City’s website homepage will also change from a sparse search encouraged page to an information/news focused page.	1.00	\$98,061
Communications and Public Information Live Camera Operation—A new vendor will replace the City’s current vendor for meeting video, public agendas, camera operation and close captioning, at an annual savings of \$22,000. The City will explore the option to purchase the entire platform including the FOIA, Boards and Commissions Roster, Agenda workflow, and custom workflow/e-forms modules. These additional features could be purchased using the \$22,000 expenditure savings which results in zero net impact. A decision on which modules to purchase will be made in mid to late FY 2020.	0.00	\$0
TOTAL FY 2020 APPROVED ALL FUNDS BUDGET	9.00	\$1,544,293



PERFORMANCE INDICATORS

Strategic Plan indicators supported by this Department

- Increase the percentage of residents who approve of the overall quality of City government services from 2016's 77%.
- Increase percentage of residents who approve of the value of services received for taxes paid in Alexandria from 2016's 52%

Key Department Indicators	2016 Actual	2017 Actual	2018 Actual	2019 Estimate	Target
<i>Number of Alexandria eNews subscribers</i>	38,661	40,554	42,821	45,000	N/A
<i>Number of followers of City's primary Facebook account</i>	12,327	13,269	14,138	15,000	N/A
<i>Number of followers of City's primary Twitter account</i>	26,957	44,744	53,153	60,000	N/A
<i>Percent of employees who are satisfied with overall communications from the Office of Communications and Public Information about what is happening in the City</i>	N/A	90%	92%	92%	100%
<i>Percent of residents rating public information positively on the resident survey</i>	78%	72%	78%	78%	100%



PRIORITY BASED BUDGETING RESULTS

Service	Description	FY19 Cost (\$ in M)	PBB Quartile Score
Strategic Communications	Development of external and internal messaging.	0.42 M	2
Website Content Management	Oversight and maintenance of content on the City's external and internal websites.	0.10 M	2
Internal Communications	Distribution of routine and emergency information to employees.	0.13 M	3
Print Publications	Design and layout of print publications for external and internal use.	0.08 M	3
Public Information	Distribution of routine and emergency information to the public.	0.25 M	3
Video Production	Development and production of external and internal video content.	0.36 M	3
Media Relations	Coordination with news media.	0.02 M	4
Outreach and Liaison	Coordination of City Academies, special recognition events, and boards and commissions.	0.10 M	4

Finance Department



The Finance Department is responsible for the assessment, collection, and enforcement of all City taxes, the management of cash flow and investments, accounting for and reporting the City's financial position, processing payroll, executing a fair and competitive procurement environment, assessing all real and personal property in the City, managing the City's risk and safety programs, and managing the City's pension plans. The goal of the Finance Department is to treat all employees, citizens, and business owners professionally, with fairness and compassion.

Department Contact Info

703.746.3900

www.alexandriava.gov/finance

Department Head

Kendel Taylor

CITY OF ALEXANDRIA, VIRGINIA

Finance Department



EXPENDITURE SUMMARY

	FY 2018 Actual	FY 2019 Approved	FY 2020 Approved	\$ Change 2019 - 2020	% Change 2019 - 2020
Expenditures By Character					
Personnel	\$9,019,320	\$9,814,211	\$10,368,416	\$554,205	5.6%
Non-Personnel	\$3,584,581	\$3,319,013	\$3,400,686	\$81,673	2.5%
Capital Goods Outlay	\$0	\$26,185	\$41,485	\$15,300	58.4%
Interfund Transfer	\$0	\$300,000	\$50,000	(\$250,000)	-83.3%
Total	\$12,603,902	\$13,459,409	\$13,860,587	\$401,178	3.0%
Expenditures by Fund					
General Fund	\$11,916,147	\$12,256,599	\$12,970,079	\$713,480	5.8%
Other Special Revenue	\$687,754	\$1,158,210	\$830,608	(\$327,602)	-28.3%
Internal Service Fund	\$0	\$44,600	\$59,900	\$15,300	34.3%
Total	\$12,603,902	\$13,459,409	\$13,860,587	\$401,178	3.0%
Total Department FTEs	104.50	104.25	108.25	4.00	3.8%

FISCAL YEAR HIGHLIGHTS

- The FY 2020 budget for the Finance Department increased by \$401,178 or 3.0% from FY 2019 levels. Personnel costs increased by 5.6% due to the cost of continuing the current level of service into the next fiscal year, the addition of two treasury positions, and the reclassification of two temporary positions. Non-Personnel costs increased by 2.5% primarily due to current services adjustments, temporary services reclassifications, and the implementation of several projects associated with the elimination of vehicle tax decals. Capital goods outlay increased by 58.4% due to equipment costs to support the elimination of vehicle tax decals. Interfund transfer decreased by 83.3% due to a change in the cost of the Pension IT system that was not included in FY 2020.
- The budget includes the elimination of the vehicle personal property tax decal and the enhancement of personal property tax enforcement through the addition of two revenue analysts, license plate reading equipment, outsourcing of delinquent collections, and automated discovery and assessment data analytics at no net cost as the expenditures associated with the staffing and equipment are offset by increased tax collections. This project supports the Finance Department's strategic plans for long-term financial stability of the City.

CITY OF ALEXANDRIA, VIRGINIA
Finance Department



DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
TOTAL FY 2019 APPROVED ALL FUNDS BUDGET	104.25	\$13,459,409
All Programs Current services adjustment—Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes increases and/or decreases in salaries & benefits, contracts, and materials.	0.00	\$550,535
Accounting Division Financial System Support Costs—Reclassifies a temporary position into a 1.0 FTE permanent benefited position to produce a savings (\$64,558) to support cost efficiencies in City service delivery.	1.00	(\$67,882)
Accounting Division Finance Department Overtime—Reflects an efficiency savings achieved by eliminating overtime hours during peak seasons and allowing flexible staffing plans and process automation.	0.00	(\$31,100)
Accounting Division Munis Performance Based Budgeting Module—Eliminates the Munis Performance Based Budgeting module from the City's annual maintenance contract with Munis with no service impact on other City departments.	0.00	(\$13,011)
Leadership & Management Division Utility Billing Technician—Reclassifies a temporary position into a 1.0 FTE permanent benefited position to produce a savings of (\$4,336) to support monthly utility billing for all City Services.	1.00	(\$4,864)
Real Estate Assessments Division CAMA Specialist—Reclassifies a vacant position from a CAMA Specialist position to an IT Coordinator in order to reflect the nature of the work performed by the position. There is no service impact associated with this reduction.	0.00	(\$22,500)
Revenue Division Tax Deferral Program—Increase in eligibility criteria for real estate tax deferral relief.	0.00	(\$10,000)

CITY OF ALEXANDRIA, VIRGINIA
Finance Department



DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
TOTAL FY 2019 APPROVED ALL FUNDS BUDGET	104.25	\$13,459,409
Revenue Division & Treasury Division		
Vehicle Tax Decals, Outsourcing Delinquent Collections & LexisNexis Data Analytics—Eliminates the vehicle tax decal residents are required to display on their vehicle. Includes the enhancement of personal property tax enforcement through license plate reading equipment, outsourcing of delinquent collections, and automated discovery and assessment data analytics at no net cost as the expenditures associated with the staffing and equipment are offset by increased tax collections. The addition of two positions will allow staff to continue enforcement of the vehicle registration fee and vehicle tax discovery.	2.00	\$0
TOTAL FY 2020 APPROVED ALL FUNDS BUDGET	108.25	\$13,860,587

CITY OF ALEXANDRIA, VIRGINIA

Finance Department



PERFORMANCE INDICATORS

Strategic Plan indicators supported by this Department

- Maintain that City government receives the highest bond ratings of AAA/Aaa by two rating agencies.
- Increase percentage of residents who approve of the value of services received for taxes paid in Alexandria from 2016's 52%.
- Increase the percentage of residents who approve of the overall customer service provided by City government employees from 2016's 69%.

Key Department Indicators	2016 Actual	2017 Actual	2018 Actual	2019 Estimate	Target
<i>Percent of Government Finance Officers Association (GFOA) standards met on financial reporting</i>	100.0%	100.0%	100.0%	100.0%	100.0%
<i>Average rate of return on investment of pension assets</i>	8.7%	7.9%	8.2%	8.2%	7.5%
<i>Percent of current real estate and personal property taxes collected</i>	99.3%	99.2%	99.3%	99.2%	99.0%
<i>Police and Fire Pension Fund funded percentage</i>	79.1%	81.6%	83.9%	83.9%	100.0%
<i>General Schedule Supplemental Pension Fund funded percentage</i>	82.2%	83.1%	84.0%	84.0%	100.0%
<i>Dollar value of workers' compensation claims incurred (in millions of dollars)</i>	1.1	1.3	1.7	1.3	0.8
<i>Number of properties assessed (calendar year)</i>	44,681	44,877	44,742	n/a	45,000

CITY OF ALEXANDRIA, VIRGINIA

Finance Department



PRIORITY BASED BUDGETING RESULTS

Service	Description	FY19 Cost (\$ in M)	PBB Quartile Score
Business Tax	Administers the assessment of the City's business taxes (e.g. business license, meals tax, etc.)	0.93 M	1
Car Tax	Administers the assessment of the City's personal property tax (car tax).	1.18 M	1
Finance Administration	Responsible for financial management, human resources, information technology and other administrative functions.	0.93 M	1
Financial Reporting	Produces City's annual Comprehensive Annual Financial Report (CAFR), manages City's annual audit, and produces monthly, annual, and ad hoc financial reports and analyses.	1.38 M	1
Purchasing	Issues and maintains all City contracts, manages commercial fuel and purchase card programs, and is responsible for purchasing goods, services, construction, and insurance in support of all City departments.	0.48 M	1
Real Property Assessment	Assessment of all real property (residential and commercial) in the City.	1.38 M	1
Tax Billing	Prepares and sends accurate bills for all City taxes.	0.25 M	1
Cash Management and Investment	Day-to-day management of all City cash and investments.	0.35 M	2
Claims Management	Day-to-day administration of claims made against the City.	0.11 M	2
Discovery and Collections	Ensures City taxpayers are in compliance with local tax laws, including the assessment and collection of all liabilities.	0.86 M	2
Electronic Payment Processing	Processing of electronic payments (i.e. online payments)	1.07 M	2
Financial Business Processes	Maintains and manages updates to all electronic financial business processes	0.26 M	2
General Accounting	Maintains records of the financial operations of the City, prepares checks to fulfill City obligations to vendors, and monitors expenditures and revenues to determine compliance.	0.89 M	2
Payroll	Produces the City's bi-weekly payroll.	0.63 M	2
Pension Administration	Manages the pension and deferred compensation (457) plans for City employees, including sworn public safety employees.	0.82 M	2

CITY OF ALEXANDRIA, VIRGINIA
Finance Department



PRIORITY BASED BUDGETING RESULTS

Service	Description	FY19 Cost (\$ in M)	PBB Quartile Score
Physical Payment Processing	Processing physical payments (e.g. in-person payments, mail, etc.)	0.94 M	2
Risk and Safety	Administration of the City's central risk mitigation and safety improvement efforts; management of City-wide insurance portfolio.	0.34 M	2
Special Billing	Issues, tracks, and collects receivables owed to the City related to citations for violations, bills for service, and other sources.	0.06 M	2
Board of Equalization	Forum to contest real property appraisals.	0.13 M	3
Retirement Administration	Provides and facilitates seminars, workshops, webinars, and counseling to assist employees with retirement and financial planning.	0.15 M	3

CITY OF ALEXANDRIA, VIRGINIA

Finance Department



PROGRAM LEVEL SUMMARY

Program	FY 2018 Actual	FY 2019 Approved	FY 2020 Approved	\$ Change 2019 - 2020	% Change 2019 - 2020
Accounting	\$2,364,815	\$2,650,471	\$2,890,702	\$240,231	9.1%
Leadership & Management	\$1,444,827	\$1,570,471	\$1,587,725	\$17,254	1.1%
Pension Administration	\$883,095	\$1,270,850	\$927,804	(\$343,046)	-27.0%
Purchasing	\$1,099,168	\$478,929	\$526,943	\$48,014	10.0%
Real Estate Assessments	\$1,345,745	\$1,506,798	\$1,595,271	\$88,473	5.9%
Revenue	\$2,864,346	\$2,961,714	\$3,397,592	\$435,878	14.7%
Risk Management	\$322,758	\$354,529	\$349,346	(\$5,183)	-1.5%
Treasury	\$2,279,149	\$2,665,646	\$2,585,204	(\$80,442)	-3.0%
Total Expenditures (All Funds)	\$12,603,902	\$13,459,409	\$13,860,587	\$401,178	3.0%

- Accounting increases \$240,231 due to current services adjustments, the reclassification of a temporary to 1.0 FTE position as well as the elimination of department overtime.
- Leadership & Management increases in FY 2020 are due to current services adjustments and the reclassification of a temporary position.
- The Pension Division FY 2020 budget is decreasing by 27.0% due to current services adjustments, a reduction in the FY 2020 cost of the Pension IT System, and the transfer of an HR position from the Pension Fund to the General Fund.
- Purchasing Division increases by 10.0% due to current services adjustments.
- Real Estate Division increases of 5.9% are due to current services adjustments.
- Revenue Division increases are due to current services adjustments, the implementation of a LexisNexis data analytics project, as well as operational efficiencies that support the elimination of vehicle tax decals and addition of 2.0 FTEs.
- The Treasury Division FY 2020 budget decreases by 3.0% due to current services adjustments.

CITY OF ALEXANDRIA, VIRGINIA
Finance Department



PROGRAM LEVEL SUMMARY

Program	FY 2018 Actual	FY 2019 Approved	FY 2020 Approved	\$ Change 2019 - 2020	% Change 2019 - 2020
Accounting	16.75	15.75	16.75	1.00	6.3%
Leadership & Management	9.00	12.00	13.00	1.00	8.3%
Pension Administration	7.00	6.00	6.00	0.00	0.0%
Purchasing	9.00	11.00	11.00	0.00	0.0%
Real Estate Assessments	13.00	13.00	13.00	0.00	0.0%
Revenue	29.00	26.00	28.00	2.00	7.7%
Risk Management	3.00	3.00	3.00	0.00	0.0%
Treasury	17.75	17.50	17.50	0.00	0.0%
Total FTEs	104.50	104.25	108.25	4.00	3.8%

- Accounting is increasing by 1.00 FTE due to internal reclassification for operational efficiency.
- Leadership and Management is increasing by 1.00 FTE as a result of the internal reclassification for operational efficiency. The FTE was reclassified to support monthly utility billing for all City services.
- Revenue increases by 2.00 FTEs due to the addition of two staff positions to support vehicle tax discovery.

CITY OF ALEXANDRIA, VIRGINIA

Finance Department



ACCOUNTING

Program Description: This program prepares financial reports, pays employees and vendors, and performs reconciliations.

Expenditures by Character	FY 2018 Actual	FY 2019 Approved	FY 2020 Approved	\$ Change 2019 - 2020	% Change 2019 - 2020
Personnel	\$1,360,593	\$1,695,593	\$1,946,762	\$251,169	14.8%
Non-Personnel	\$1,004,222	\$952,093	\$941,155	(\$10,938)	-1.1%
Capital Goods Outlay	\$0	\$2,785	\$2,785	\$0	0.0%
Total Program Expenditures (All Funds)	\$2,364,815	\$2,650,471	\$2,890,702	\$240,231	9.1%
Total Program FTEs	16.75	15.75	16.75	1.00	6.3%

Key Indicators	2018 Actual	2019 Estimate	Target
<i>Percent of Government Finance Officers Association (GFOA) standards met on financial reporting</i>	100.0%	100.0%	100.0%

LEADERSHIP & MANAGEMENT

Program Description: This program manages general departmental administration and provides City-wide financial management.

Expenditures by Character	FY 2018 Actual	FY 2019 Approved	FY 2020 Approved	\$ Change 2019 - 2020	% Change 2019 - 2020
Personnel	\$1,165,593	\$1,426,433	\$1,456,755	\$30,322	2.1%
Non-Personnel	\$279,234	\$120,638	\$92,270	(\$28,368)	-23.5%
Capital Goods Outlay	\$0	\$23,400	\$38,700	\$15,300	65.4%
Total Program Expenditures (All Funds)	\$1,444,827	\$1,570,471	\$1,587,725	\$17,254	1.1%
Total Program FTEs	9.00	12.00	13.00	1.00	8.3%

CITY OF ALEXANDRIA, VIRGINIA

Finance Department



PENSION ADMINISTRATION

Program Description: This program is responsible for pension investment, plan administration, and retirement education and planning for City employees.

Expenditures by Character	FY 2018 Actual	FY 2019 Approved	FY 2020 Approved	\$ Change 2019 - 2020	% Change 2019 - 2020
Personnel	\$749,998	\$841,143	\$701,408	(\$139,735)	-16.6%
Non-Personnel	\$133,096	\$129,707	\$176,396	\$46,689	36.0%
Interfund Transfer	\$0	\$300,000	\$50,000	(\$250,000)	-83.3%
Total Program Expenditures (All Funds)	\$883,095	\$1,270,850	\$927,804	(\$343,046)	-27.0%
Total Program FTEs	7.00	6.00	6.00	0.00	0.0%

Key Indicators	2018 Actual	2019 Estimate	Target
<i>Average rate of return on investment of pension assets</i>	8.2%	8.2%	7.5%
<i>General Schedule Supplemental Pension Fund funded percentage</i>	84.0%	84.0%	100.0%
<i>Police and Fire Pension Fund funded percentage</i>	83.9%	83.9%	100.0%

PURCHASING

Program Description: This program is responsible for centralized City procurement.

Expenditures by Character	FY 2018 Actual	FY 2019 Approved	FY 2020 Approved	\$ Change 2019 - 2020	% Change 2019 - 2020
Personnel	\$874,097	\$254,878	\$299,742	\$44,864	17.6%
Non-Personnel	\$225,071	\$224,051	\$227,201	\$3,150	1.4%
Total Program Expenditures (All Funds)	\$1,099,168	\$478,929	\$526,943	\$48,014	10.0%
Total Program FTEs	9.00	11.00	11.00	0.00	0.0%

CITY OF ALEXANDRIA, VIRGINIA

Finance Department



REAL ESTATE ASSESSMENTS

Program Description: This program assesses the value of each parcel of real estate in the City, the value of which is used to bill for the real estate tax.

Expenditures by Character	FY 2018 Actual	FY 2019 Approved	FY 2020 Approved	\$ Change 2019 - 2020	% Change 2019 - 2020
Personnel	\$1,011,379	\$1,289,681	\$1,376,154	\$86,473	6.7%
Non-Personnel	\$334,366	\$217,117	\$219,117	\$2,000	0.9%
Total Program Expenditures (All Funds)	\$1,345,745	\$1,506,798	\$1,595,271	\$88,473	5.9%
Total Program FTEs	13.00	13.00	13.00	0.00	0.0%

Key Indicators	2018 Actual	2019 Estimate	Target
<i>Number of administrative reviews</i>	506	450	450
<i>Number of appeals defended at the Board of Equalization</i>	54	85	60
<i>Number of properties assessed</i>	44,742	45,043	45,000
<i>Percent change in valuation made by the Board of Equalization out of all cases heard</i>	5.0%	5.0%	4.0%
<i>Percent of administrative reviews resolved without an appeal</i>	88.0%	80.0%	90.0%
<i>Percent of the City assessments affirmed by the Board of Equalization</i>	39.0%	50.0%	75.0%

REVENUE

Program Description: This program performs the assessment, collection, audit, and analysis of business taxes and personal

Expenditures by Character	FY 2018 Actual	FY 2019 Approved	FY 2020 Approved	\$ Change 2019 - 2020	% Change 2019 - 2020
Personnel	\$2,318,800	\$2,402,315	\$2,728,093	\$325,778	13.6%
Non-Personnel	\$545,546	\$559,399	\$669,499	\$110,100	19.7%
Total Program Expenditures (All Funds)	\$2,864,346	\$2,961,714	\$3,397,592	\$435,878	14.7%
Total Program FTEs	29.00	26.00	28.00	2.00	7.7%

Key Indicators	2018 Actual	2019 Estimate	Target
<i>Percent of current real estate and personal property taxes collected</i>	99.3%	99.2%	99.0%
<i>Percent of total outstanding taxes collected</i>	99.7%	99.7%	99.0%

CITY OF ALEXANDRIA, VIRGINIA

Finance Department



RISK MANAGEMENT

Program Description: This program administers the City's workers' compensation claims, manages the City's insurance portfolio, and oversees the City's safety program.

Expenditures by Character	FY 2018 Actual	FY 2019 Approved	FY 2020 Approved	\$ Change 2019 - 2020	% Change 2019 - 2020
Personnel	\$307,037	\$298,913	\$306,730	\$7,817	2.6%
Non-Personnel	\$15,721	\$55,616	\$42,616	(\$13,000)	-23.4%
Total Program Expenditures (All Funds)	\$322,758	\$354,529	\$349,346	(\$5,183)	-1.5%
Total Program FTEs	3.00	3.00	3.00	0.00	0.0%

Key Indicators	2018 Actual	2019 Estimate	Target
<i>Dollar value of non-workers' compensation claims incurred (in millions of dollars)</i>	\$2.0	\$1.0	\$2.0
<i>Dollar value of workers' compensation claims incurred (in millions of dollars)</i>	\$1.7	\$1.3	\$0.8
<i>Number of claims processed</i>	332	325	330
<i>Number of workers' compensation claims</i>	222	200	175

TREASURY

Program Description: This program bills, receives, invests, and manages all City monies.

Expenditures by Character	FY 2018 Actual	FY 2019 Approved	FY 2020 Approved	\$ Change 2019 - 2020	% Change 2019 - 2020
Personnel	\$1,231,824	\$1,605,254	\$1,552,772	(\$52,482)	-3.3%
Non-Personnel	\$1,047,325	\$1,060,392	\$1,032,432	(\$27,960)	-2.6%
Total Program Expenditures (All Funds)	\$2,279,149	\$2,665,646	\$2,585,204	(\$80,442)	-3.0%
Total Program FTEs	17.75	17.50	17.50	0.00	0.0%

Key Indicators	2018 Actual	2019 Estimate	Target
<i>Amount of interest earned on City funds invested in compliance with City's investment policy (in thousands)</i>	\$4,462	\$4,500	\$4,000
<i>Rate of return on City funds invested</i>	1.5%	1.5%	0.7%

General Services



Our mission is to provide exceptional management of the City's facilities, fleet, surplus real estate and other support services for all of our customers. The Department of General Services staff strives to provide both internal and external customers with unmatched services by responding to service requests in a timely manner, listening to our customers, and ensuring that our customers are satisfied with the resolution.

Department Contact Info

703.746.4770

<https://www.alexandriava.gov/generalservices>

Department Head

Jeremy McPike

General Services



EXPENDITURE SUMMARY

	FY 2018 Actual	FY 2019 Approved	FY 2020 Approved	\$ Change 2019 - 2020	% Change 2019 - 2020
Expenditures By Character					
Personnel	\$6,891,197	\$7,223,797	\$6,843,801	(\$379,996)	-5.3%
Non-Personnel	\$6,424,841	\$7,347,499	\$7,596,849	\$249,350	3.4%
Capital Goods Outlay	\$10,142	\$563,950	\$491,700	(\$72,250)	-12.8%
Transfer to CIP	\$0	\$0	\$100,000	\$100,000	100.0%
Total	\$13,326,180	\$15,135,246	\$15,032,350	(\$102,896)	-0.7%
Expenditures by Fund					
General Fund	\$13,294,681	\$14,444,496	\$14,118,850	(\$325,646)	-2.3%
Fiscal Year Grants	\$5,114	\$0	\$0	\$0	0.0%
Donations	\$0	\$5,000	\$0	(\$5,000)	-100.0%
Other Special Revenue	\$24,265	\$125,000	\$325,000	\$200,000	160.0%
Internal Service Fund	\$2,120	\$560,750	\$588,500	\$27,750	4.9%
Total	\$13,326,180	\$15,135,246	\$15,032,350	(\$102,896)	-0.7%
Total Department FTEs	71.20	73.20	73.83	0.63	0.0%

FISCAL YEAR HIGHLIGHTS

- Personnel decreases \$379,996 or 5.3% due to reduced seasonal staffing and turnover savings, offset by the addition of a pay supplement for Commercial Driver's License holders.
- Non-Personnel increases \$249,350 or 3.4% due to additional Renewable Energy Credit purchases, the one time cost to implement a Community Vehicle Infrastructure Strategy, and one time Courthouse Facility safety repair costs.
- The General Fund expenditures decrease by \$325,646 or 2.3% due to the reallocation of four positions to the Capital Improvement Plan (CIP) for a General Fund savings of approximately \$470,000, the transfer of ongoing Court House Preventative Maintenance costs of \$78,000 to the Court Filing Fees Other Special Revenue Fund, the reduction of contract costs of \$14,400 by modifying hours of City parking garages, one time reduced temporary services funding of \$20,500 for Facility Asset Management, and efficiencies of \$12,500 in sound support for Council Meetings. Expenditures increase due to funding \$41,500 in additional Renewable Energy credits, and regular current service adjustments.
- Donations decreases by \$5,000 due to the transfer of the EBT Farmer's Market program to DCHS.
- Other Special Revenue increases by \$200,000 due to one time costs for structural safety repairs which are self supported by Court House Filing Fee revenues.
- Internal Services increases by \$27,750 or 4.9% due to the one time transfer to CIP for the development of a Community Electric Vehicle Charging Infrastructure Strategy, offset by reduced need for regular equipment replacement in FY 2020.



DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
TOTAL FY 2019 APPROVED ALL FUNDS BUDGET	73.20	\$15,135,246
All Programs Current services adjustment— Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes and/or decreases in salaries & benefits, contracts, and materials.	0.63	\$94,239
Energy Management Temporary Services conversion to Finance Department Utility Billing FTE— This is the reduction in temporary services from the Department of General Services to fund a Utility Billing 1.0 FTE in the Finance Department. There is no impact to General Services FTEs.	0.00	(\$43,900)
Energy Management Additional Renewable Energy Credits (REC) Purchase- This funds the purchase of additional Renewable Energy Credits to offset greenhouse gas emissions from City electricity use. This increases the City's REC percentage from about 60% of the City's electricity use to an expected 100%. These credits represent a national mix of 66.5% wind energy, 28% biomass, and 5.5% solar electricity. The purchase of these credits support the recently adopted Environmental Action Plan, as well as the principles of the City's	0.00	\$41,500
Energy Management (Leadership & Management) Community Electric Vehicle Infrastructure Strategy— This is the development of a community electric vehicle charging infrastructure strategy. This is a one-time investment in consultation expenditures in support of the City Environmental Action Plan from the Equipment Replacement fund to the Energy Management project in the CIP. Equipment Replacement one-time purchases derive from the Leadership & Management budget, however services are executed by the Energy Management team.	0.00	\$100,000
External Services Parking Garage Efficiencies— This is an efficiency savings created by reducing operating hours of the Courthouse Garage and increasing hours at the Market Square garage based on observed utilization	0.00	(\$14,400)
External Services Increase Parking Rates— This raises City Employee monthly Parking rates by \$10 from \$130 to \$140, increasing ongoing revenue to the General Fund. Additionally, public parking monthly rates increase by \$10 at Market Square, Courthouse, Union Street, and \$20 at Henry Street where 316 public users	0.00	\$0
Facilities Management Capital Projects Manager and Project Superintendent to CIP— Three Capital Project Manager positions and one Project Supervisor position are reallocated to the Capital Improvement Plan with no FTE	0.00	(\$471,964)



DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
Facilities Management Courthouse Preventative Maintenance—This is a reduction in the General Fund of \$78,000 created by shifting Courthouse Preventative Maintenance ongoing costs from the General Fund to the Courthouse Filing Fees supported Special Revenue Fund. This also utilizes \$200,000 of available sources to address one-time hazard prevention costs.	0.00	\$200,000
Facilities Management Reduction in Facility Asset Management Temporary Services—This is a one-time reduction in the amount of funding for temporary services for facility asset management. This service assists with maintenance structural integrity of buildings as well as maintaining the aesthetic quality.	0.00	(\$20,500)
Facilities Management Eliminate Sound Support for Council Meetings— This eliminates seasonal staffing money to provide sound support at Council meetings. The service is redundant because, since after investing in a more efficient system, the visual support staff also in attendance can absorb this duty with no additional cost to the City.	0.00	(\$12,500)
Fleet Services Commercial Driver's License Pay— This is the General Services portion of a Citywide pay supplement for staff who have and maintain a Commercial Driver's License.	0.00	\$24,629
TOTAL FY 2020 APPROVED ALL FUNDS BUDGET	73.83	\$15,032,350



PERFORMANCE INDICATORS

Strategic Plan indicators supported by this Department

- Increase the percentage of City-owned building square footage that is rated Grade C/Average or better according to the Facility Condition Index (FCI) rating from 2016's 56%.

Key Department Indicators	2016 Actual	2017 Actual	2018 Actual	2019 Estimate	Target
<i>Total City government energy use (million BTUs) in City facilities</i>	218.9	223.0	229.6	222.7	202.5
<i>Percent of the City government's total electricity use coming from renewable energy sources</i>	19.0%	19.0%	19.0%	60.0%	100.0%
<i>Percent of parking spaces in City-owned garages and lots that are utilized (daily average sold spaces)</i>	100.0%	100.0%	100.0%	100.0%	100.0%
<i>Percent of adopted animals that are returned within 30 days of adoption</i>	3.50%	4.00%	3.20%	3.00%	4.00%
<i>Percent of vendor spaces filled at the Old Town Farmers' Market on average each week</i>	93.0%	97.0%	96.0%	96.0%	100.0%
<i>Percent of City-owned building square footage that is rated in Grade C/Average or better according to the Facility Condition Index (FCI) rating</i>	56.0%	55.0%	63.0%	60.0%	60.0%
<i>Percent of fleet vehicles and equipment that are in service (monthly average)</i>	95.0%	95.0%	90.0%	95.0%	95.0%
<i>Percent of City employees who rate the quality of mail services as satisfactory or better</i>	94.0%	95.0%	95.0%	97.0%	100.0%



PRIORITY BASED BUDGETING RESULTS

Service	Description	FY19 Cost (\$ in M)	PBB Quartile Score
Farmer's Market	The Farmer's Market provides increased access to healthy foods and other goods in Old Town.	0.09 M	1
Project Planning & Construction Management	Develops and manages capital and construction projects for the City facilities.	1.11 M	1
Animal Shelter, Adoption, and Control	Provide animal shelter management, licensing and public service programs.	1.18 M	2
Budget Management	Staff prepare, implement and monitor the department operational and capital budgets,	0.23 M	2
Community Energy Programs	This service facilitates programs and education to encourage Alexandria community residents and businesses to utilize best practices to reduce energy use, and greenhouse gas emissions.	0.12 M	2
Emergency Response	Provides emergency planning and response during weather and non weather related events that impact City facilities.	0.14 M	2
Energy Management	Energy Management reduces City government costs and greenhouse gas emissions by minimizing energy use in City government facilities, operations, and vehicular fleet.	0.71 M	2
Facility Asset Management	This service provides customer service and support to City departments in regards to the maintenance, health, and safety of City facilities.	4.83 M	2
General Administration	Provides staff management, customer service, logistical support, and inter-departmental and intra-departmental coordination.	0.31 M	2
Procurement	The service provides procurement support for all goods, services and work that is vital to the department.	0.26 M	2

General Services



PRIORITY BASED BUDGETING RESULTS

Service	Description	FY19 Cost (\$ in M)	PBB Quartile Score
Utility Management	Utility Management includes the acquisition of utility & fuel resources; utility budgeting, bill processing & payment; and utility cost-saving analysis on behalf of City government agencies.	0.38 M	2
Utility Regulatory & Policy Affairs	This service provides support to City Council and the City Manager on local, state, and federal energy and sustainability policy issues.	0.09 M	2
Financial Management	Administrative staff provide various financial management functions.	0.42 M	3
Fleet Maintenance and Repair	The service includes preventive maintenance, repairs, and parts management	2.01 M	3
Fleet Management, Acquisition/Disposition	The service includes vehicle and equipment procurement, commissioning and set-up; as well as vehicle and equipment surplus and sales.	0.57 M	3
Fuel Management	The service includes fuel procurement, delivery and distribution; as well as fueling infrastructure management and maintenance.	0.13 M	3
Human Resources Management	Provide human resources services and support for departmental employees and serve as department liaison to the City central HR Department.	0.11 M	3
Parking Management	This service maintains off-street parking facilities for public use.	0.93 M	3
Print Services	This service provides high speed copying, binding, and makes self-service copying available to all City staff.	0.11 M	3
Real Estate Management	This service includes lease administration, revenue collection, and disposition of real estate.	0.35 M	3
Mail Services	Print Services delivers internal and external mail on the behalf of all City staff.	0.16 M	4
Motor Pool Management	This services includes oversight and management of the City's motor pool.	0.04 M	4
Support Services	This service offer support and customer service to City departments for requests such as document disposal, surplus management, furniture relocation, and event and meeting set ups.	0.29 M	4

General Services



PROGRAM LEVEL SUMMARY

Program	FY 2018 Actual	FY 2019 Approved	FY 2020 Approved	\$ Change 2019 - 2020	% Change 2019 - 2020
Leadership and Management	\$1,836,385	\$2,303,029	\$2,203,878	(\$99,151)	-4.3%
Energy Management	\$1,053,329	\$1,539,138	\$1,513,096	(\$26,042)	-1.7%
External Services	\$1,932,611	\$2,093,314	\$2,169,202	\$75,888	3.6%
Facilities Management	\$5,700,848	\$6,212,931	\$6,069,406	(\$143,525)	-2.3%
Fleet Management	\$2,544,220	\$2,681,022	\$2,753,872	\$72,850	2.7%
Printing & Mail Services	\$258,788	\$305,813	\$322,896	\$17,083	5.6%
Total Expenditures (All Funds)	\$13,326,181	\$15,135,247	\$15,032,350	(\$102,897)	-0.7%

- Leadership and Management decreases \$99,151 or 4.3% due to the one-time cost of the Community Electric Vehicle Charging Infrastructure Strategy, decreases in personnel due to turnover savings, and current service adjustments.
- Energy Management decreases \$26,042 or 1.7% due to the transfer of temporary services funding to the Finance Department, the purchase of Renewable Energy Credits, and current service adjustments.
- External Services increases by \$75,888 or 3.6% due to parking garage hour adjustments and current service adjustments. The program also contributes to revenue generation of \$53,400 by increasing monthly parking rates.
- Facilities Management decreases \$143,525 or 2.3% for one –time hazard preventative maintenance appropriations of Special Revenue Court House Filing Fee funding, the transfer of four positions to the CIP, the elimination of sound support for Council meetings and the reduction of Facility Asset Management services, and current services adjustments.
- Fleet Management increases \$72,850 or 2.7% due to Commercial Driver's License pay increase and current service adjustments.
- Printing and Mail Services increases by \$17,083 or 5.6% due to current service adjustments and changes in staff healthcare plans.

General Services



PROGRAM LEVEL SUMMARY

Program	FY 2018 Actual	FY 2019 Approved	FY 2020 Approved	\$ Change 2019 - 2020	% Change 2019 - 2020
Leadership and Management	11.00	11.00	11.00	0.00	0.0%
Energy Management	5.00	5.00	5.00	0.00	0.0%
External Services	0.40	0.40	0.40	0.00	0.0%
Facilities Management	32.80	34.80	34.80	0.00	0.0%
Fleet Management	18.00	18.00	18.00	0.00	0.0%
Printing & Mail Services	4.00	4.00	4.63	0.63	15.8%
Total FTEs	71.20	73.20	73.83	0.63	0.9%

- Three Capital Project Managers and one Project Superintendent are reallocated to the CIP with no impact on FTE.
- There are no departmental changes to FTE in FY 2020.

General Services



LEADERSHIP & MANAGEMENT

Program Description: This program provides department managed business processes, administers animal shelter management and animal control, Old Town Farmer's Market, off-street parking management (external), employee parking management (internal), and real estate management.

Expenditures by Character	FY 2018 Actual	FY 2019 Approved	FY 2020 Approved	\$ Change 2019 - 2020	% Change 2019 - 2020
Personnel	\$1,446,389	\$1,408,636	\$1,273,539	(\$135,097)	-9.6%
Non-Personnel	\$389,996	\$333,643	\$341,839	\$8,196	2.5%
Capital Goods Outlay	\$0	\$560,750	\$488,500	(\$72,250)	-12.9%
Transfer to CIP	\$0	\$0	\$100,000	\$100,000	100.0%
Total Program Expenditures (All Funds)	\$1,836,385	\$2,303,029	\$2,203,878	(\$99,151)	-4.3%
Total Program FTEs	11.00	11.00	11.00	0.00	0.0%

ENERGY MANAGEMENT

Program Description: This program provides energy management to support city operations; community energy efficiency and renewable energy program management; engineering design and operations support; capital project implementation; energy assurance and reliability management; public utility regulatory, policy affairs, and consumer advocacy subject matter expertise support; and utility resource procurement and management.

Expenditures by Character	FY 2018 Actual	FY 2019 Approved	FY 2020 Approved	\$ Change 2019 - 2020	% Change 2019 - 2020
Personnel	\$500,159	\$517,476	\$490,118	(\$27,358)	-5.3%
Non-Personnel	\$553,170	\$1,021,662	\$1,022,978	\$1,316	0.1%
Total Program Expenditures (All Funds)	\$1,053,329	\$1,539,138	\$1,513,096	(\$26,042)	-1.7%
Total Program FTEs	5.00	5.00	5.00	0.00	0.0%

General Services



EXTERNAL SERVICES

Program Description: This program provides management of the Old Town Farmers' Market, administers animal shelter management and the animal control contract, and administers the off-street parking management contract.

Expenditures by Character	FY 2018 Actual	FY 2019 Approved	FY 2020 Approved	\$ Change 2019 - 2020	% Change 2019 - 2020
Personnel	\$55,162	\$38,892	\$53,612	\$14,720	37.8%
Non-Personnel	\$1,877,449	\$2,054,422	\$2,115,590	\$61,168	3.0%
Total Program Expenditures (All Funds)	\$1,932,611	\$2,093,314	\$2,169,202	\$75,888	3.6%
Total Program FTEs	0.40	0.40	0.40	0.00	0.0%

FACILITIES MANAGEMENT

Program Description: This program provides building portfolio management and capital improvements planning/designing/construction management.

Expenditures by Character	FY 2018 Actual	FY 2019 Approved	FY 2020 Approved	\$ Change 2019 - 2020	% Change 2019 - 2020
Personnel	\$2,899,930	\$3,225,901	\$2,897,826	(\$328,075)	-10.2%
Non-Personnel	\$2,800,918	\$2,987,030	\$3,171,580	\$184,550	6.2%
Total Program Expenditures (All Funds)	\$5,700,848	\$6,212,931	\$6,069,406	(\$143,525)	-2.3%
Total Program FTEs	32.80	34.80	34.80	0.00	0.0%

General Services



FLEET MANAGEMENT

Program Description: This program provides fleet management, fleet maintenance and repair, fleet acquisition and disposition, fuel management, and motor pool management.

Expenditures by Character	FY 2018 Actual	FY 2019 Approved	FY 2020 Approved	\$ Change 2019 - 2020	% Change 2019 - 2020
Personnel	\$1,702,695	\$1,718,129	\$1,800,808	\$82,679	4.8%
Non-Personnel	\$840,432	\$959,693	\$949,864	(\$9,829)	-1.0%
Capital Goods Outlay	\$1,093	\$3,200	\$3,200	\$0	0.0%
Total Program Expenditures (All Funds)	\$2,544,220	\$2,681,022	\$2,753,872	\$72,850	2.7%
Total Program FTEs	18.00	18.00	18.00	0.00	0.0%

PRINTING & MAIL SERVICES

Program Description: This program provides print services and mail delivery services.

Expenditures by Character	FY 2018 Actual	FY 2019 Approved	FY 2020 Approved	\$ Change 2019 - 2020	% Change 2019 - 2020
Personnel	\$286,862	\$314,763	\$327,898	\$13,135	4.2%
Non-Personnel	(\$37,123)	(\$8,950)	(\$5,002)	\$3,948	-44.1%
Capital Goods Outlay	\$9,049	\$0	\$0	\$0	0.0%
Total Program Expenditures (All Funds)	\$258,788	\$305,813	\$322,896	\$17,083	5.6%
Total Program FTEs	4.00	4.00	4.63	0.63	15.8%

Human Resources



The mission of the Human Resources Department is to be a fair, objective, and strategic partner with the stakeholders of the City of Alexandria, striving for excellence in the work that we do. We support the City in all efforts to recruit, retain, develop, and motivate its greatest asset – employees.

Department Contact Info

703.746.3777

<https://alexandriava.gov/HR>

Department Head

Shawnda H. Howard

Human Resources



EXPENDITURE SUMMARY

	FY 2018 Actual	FY 2019 Approved	FY 2020 Approved	\$ Change 2019 - 2020	% Change 2019 - 2020
Expenditures By Character					
Personnel	\$2,958,328	\$3,075,003	\$3,302,191	\$227,188	7.4%
Non-Personnel	\$960,372	\$1,164,310	\$1,231,860	\$67,550	5.8%
Total	\$3,918,700	\$4,239,313	\$4,534,051	\$294,738	7.0%
Expenditures by Fund					
General Fund	\$3,918,700	\$4,239,313	\$4,534,051	\$294,738	7.0%
Total	\$3,918,700	\$4,239,313	\$4,534,051	\$294,738	7.0%
Total Department FTEs	23.00	26.00	26.00	0.00	0%

FISCAL YEAR HIGHLIGHTS

- The FY 2020 budget for Human Resources increases by \$294,738 or 7.0% from FY 2019.
- Personnel increases by \$227,188 or 7.4% due to annual merit, health insurance rate increases, the transfer of a Human Resources Analyst's position allocation from the Pension Fund to the General Fund which is offset by turnover savings.
- Non-personnel increases by \$67,550 or 5.8% due to printing and photocopying, increases in contractual services, and the expansion of HR's talent management software, offset by the elimination of a learning solutions software.



DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
TOTAL FY 2019 APPROVED ALL FUNDS BUDGET	26.00	\$4,239,313
All Programs Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes increases and/or decreases in salaries & benefits, contracts, and materials.	0.00	\$152,138
Strategy & Operations Funding is for the expansion of HR's talent management software. The new software will enable the City to automate the onboarding and performance evaluation process. In addition, the software will allow for trainings to be simplified and one to assign engaging trainings using a learning management system with 300+ courses.	0.00	\$29,000
Employee Benefits, Compensation and HR Information Systems (HRIS) An Analyst's position allocation funding is to be transferred from the Pension Fund to the General Fund. This position will support the City's pension related return to work efforts. This position develops and administers employee benefit policies and programs related to return to work efforts and provides guidance to employees, managers and HR partners. The current pension funding created a dual reporting role for this position, which proved not workable. The General Fund cost of this position will be eliminated the next time employer shared rates for pension funding is calculated.	0.00	\$113,600
TOTAL FY 2020 APPROVED ALL FUNDS BUDGET	26.00	\$4,534,051



PERFORMANCE INDICATORS

Strategic Plan indicators supported by this Department

- Increase the percentage of residents who approve of the overall quality of City government services from 2016's 77%.

Key Department Indicators	2016 Actual	2017 Actual	2018 Actual	2019 Estimate	Target
<i>Number of eLearning courses completed by employees</i>	N/A	466	1,802	3,604	N/A
<i>Number of non-supervisory employees who attended training programs (in-person)</i>	882	593	521	626	2,000
<i>Number of supervisory employees who attended training programs (in-person)</i>	258	160	197	237	250
<i>Number of training and development classes delivered</i>	139	108	58	68	88
<i>Number of trainings (in-person and e-learning) attended by employees</i>	N/A	1,219	2,520	4,467	N/A



PRIORITY BASED BUDGETING RESULTS

Service	Description	FY19 Cost (\$ in M)	PBB Quartile Score
Benefits	Develops and administers employee benefit policies and programs to attract, motivate, engage and retain talent.	0.93 M	2
Compensation and Human Resources Information Systems (HRIS)	Designs and administers compensation programs to attract, motivate and retain talent; and manages human resource transactions and data.	0.64 M	2
Compliance and Leave Administration	Provides leadership and guidance on City government leave policies and programs.	0.30 M	2
Employee Relations	Provides guidance, counsel and information to City government agencies on employment laws, regulations and policies to enhance the employee experience.	0.31 M	2
Learning and Organization Development	Provides internal consulting services and programs to enhance and improve City government departmental and individual performance.	0.74 M	2
Legal Counsel	Consults with outside general counsel for employment law matters and investigations.	0.00 M	3
Strategy and Operations	Develops the human resources strategic direction of the City government, and drives performance and operational excellence.	0.80 M	2
Talent Acquisition	Attracts and recruits the best talent from diverse pools to achieve City government strategic goals.	0.52 M	2



PROGRAM LEVEL SUMMARY

Program	FY 2018 Actual	FY 2019 Approved	FY 2020 Approved	\$ Change 2019 - 2020	% Change 2019 - 2020
Strategy and Operations	\$914,110	\$1,121,241	\$1,018,226	(\$103,015)	-9.2%
Employee Relations, Talent Acquisition and Learning and Organization Development (LOD)	\$1,203,244	\$1,300,952	\$1,375,923	\$74,971	5.8%
Employee Benefits, Compensation and HR Information Systems (HRIS)	\$1,801,346	\$1,817,120	\$2,139,902	\$322,782	17.8%
Total Expenditures (All Funds)	\$3,918,700	\$4,239,313	\$4,534,051	\$294,738	7.0%

- Strategy and Operations decreases by \$103,015 or 9.2% as a result of budgeting the City supervisor and management training funds in the Employee Relations & Talent Acquisitions and Learning and Organization Development (LOD) program area for FY 2020. These funds were budgeted in the Strategy and Operations program area in the FY 2019 budget. This decrease is partially offset due to the addition of the funds for the expansion of HR's talent management and learning management software, which was previously budgeted in the Employee Relations & Talent Acquisitions and Learning and Organization Development (LOD) program area. Additionally, a Senior Human Resource Analyst position was transferred to the Employee Relations & Talent Acquisitions and Learning and Organization Development (LOD) program area.
- Employee Relations & Talent Acquisitions and Learning and Organization Development (LOD) increases by \$74,971 or 5.8%, due to annual merit and health insurance rate increases and one personnel allocation adjustment. A Senior Human Resource Analyst position was transferred to this program in FY 2020.
- Employee Benefits, Compensation and HRIS increases by \$322,782 or 17.8% due partly to annual merit and health insurance rate increases. There was one personnel allocation adjustment that occurred, one Senior Human Resource Analyst's position allocation is transferred from the Pension Fund to the General Fund. Additionally, contractual services costs increased for three contracts (open enrollment tool, HR module of the City's ERP system, and wellness platform). Lastly, increases are also due to Voice over IP and assessment management system maintenance and special events funding. The special events funds were budgeted in the Employee Relations & Talent Acquisitions and Learning and Organization Development (LOD) program in the FY 2019 budget.



PROGRAM LEVEL SUMMARY

Program	FY 2018 Actual	FY 2019 Approved	FY 2020 Approved	\$ Change 2019 - 2020	% Change 2019 - 2020
Strategy and Operations	5.00	6.00	5.00	(1.00)	-16.7%
Employee Relations, Talent Acquisition and Learning and Organization Development (LOD)	7.00	7.50	8.50	1.00	13.3%
Employee Benefits, Compensation and HR Information Systems (HRIS)	11.00	12.50	12.50	0.00	0.0%
Total FTEs	23.00	26.00	26.00	0.00	0.0%

- Full-time equivalents remained flat for FY 2020 and one position was moved from Strategy and Operations into the Employee Relations, Talent Acquisition and Learning and Organization Development (LOD) program.

Human Resources



STRATEGY & OPERATIONS

Program Description: This program provides leadership and enterprise resource planning.

Expenditures by Character	FY 2018 Actual	FY 2019 Approved	FY 2020 Approved	\$ Change 2019 - 2020	% Change 2019 - 2020
Personnel	\$782,985	\$890,681	\$729,992	(\$160,689)	-18.0%
Non-Personnel	\$131,125	\$230,560	\$288,234	\$57,674	25.0%
Total Program Expenditures (All Funds)	\$914,110	\$1,121,241	\$1,018,226	(\$103,015)	-9.2%
Total Program FTEs	5.00	6.00	5.00	-1.00	-16.7%

EMPLOYEE RELATIONS, TALENT ACQUISITION & LOD

Program Description: This program provides employee relations, professional development, recruitment, and training.

Expenditures by Character	FY 2018 Actual	FY 2019 Approved	FY 2020 Approved	\$ Change 2019 - 2020	% Change 2019 - 2020
Personnel	\$726,878	\$805,495	\$957,435	\$151,940	18.9%
Non-Personnel	\$476,366	\$495,457	\$418,488	(\$76,969)	-15.5%
Total Program Expenditures (All Funds)	\$1,203,244	\$1,300,952	\$1,375,923	\$74,971	5.8%
Total Program FTEs	7.00	7.50	8.50	1.00	13.3%



EMPLOYEE BENEFITS, COMPENSATION & HRIS

Program Description: This programs supports the City's pay and benefits programs.

Expenditures by Character	FY 2018 Actual	FY 2019 Approved	FY 2020 Approved	\$ Change 2019 - 2020	% Change 2019 - 2020
Personnel	\$1,448,465	\$1,378,827	\$1,614,764	\$235,937	17.1%
Non-Personnel	\$352,881	\$438,293	\$525,138	\$86,845	19.8%
Total Program Expenditures (All Funds)	\$1,801,346	\$1,817,120	\$2,139,902	\$322,782	17.8%
Total Program FTEs	11.00	12.50	12.50	0.00	0.0%

Information Technology Services



The City's Information Technology Services (ITS) department is responsible for the centralized operation of the City's information technology services, support, and IT infrastructure. The ITS department is organized to provide a flexible, efficient and effective structure to manage information technology operations and investments to support the City's strategic goals, business processes and enterprise-wide information needs.

Department Contact Info

703.746.3001

<http://alexandriava.gov/technology/>

Department Head

Vanetta Pledger

Information Technology Services



EXPENDITURE SUMMARY

	FY 2018 Actual	FY 2019 Approved	FY 2020 Approved	\$ Change 2019 - 2020	% Change 2019 - 2020
Expenditures By Character					
Personnel	\$6,839,661	\$7,826,151	\$8,172,162	\$346,011	4.4%
Non-Personnel	\$4,181,103	\$3,871,658	\$4,060,950	\$189,292	4.9%
Total	\$11,020,764	\$11,697,809	\$12,233,112	\$535,303	4.6%
Expenditures by Fund					
General Fund	\$10,659,966	\$11,186,335	\$11,741,701	\$555,366	5.0%
Other Special Revenue	\$360,798	\$511,474	\$491,411	(\$20,063)	-3.9%
Total	\$11,020,764	\$11,697,809	\$12,233,112	\$535,303	4.6%
Total Department FTEs	60.00	63.00	72.00	9.00	14.3%

FISCAL YEAR HIGHLIGHTS

- The FY 2020 budget for Information Technology Services (ITS) increases by \$535,303 or 4.6% from FY 2019 levels.
- Personnel increases by \$346,011 or 4.4% due to annual merit and health insurance rate increases, the addition of two new positions for FY 2020, and 7.0 conversions of contract temporary positions to permanent, benefited City employee positions, offset by turnover savings and a decrease in retirement contribution rates.
- A Computer Programmer Analyst II position (1.0 FTE) has been added to implement initiatives and solutions that will support the City's security and risk management program and its ability to respond to emerging threats.
- A Computer Programmer Analyst IV position (1.0 FTE) has been added to support the data architecture design, development and ongoing refinement of the customer relationship management platform for the Alex311 program and other enterprise system goals.
- A total of 7.0 FTEs have been added as a result of the analysis of all ITS current contractor positions to identify positions that support long-term departmental needs. Converting these contractor positions to FTEs will result in improvements to the quality and sustainability of technology services and solutions while enhancing strategic relationships with departments.
- Non-personnel increases by \$189,292 or 4.9% due to increases in software licenses costs, contractual services and the addition of a Customer Relationship Management (CRM) software for the Alex311 initiative, offset by cost savings from a new Institutional Network maintenance agreement and from removing funding for the Enterprise Data Storage replacement, which was replaced in FY 2019.
- Special Revenue decreases by \$20,063 or 3.9% due to an ITS Coordinator position being vacant and being budgeted at a lower step.

Information Technology Services



DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
TOTAL FY 2019 APPROVED ALL FUNDS BUDGET	63.00	\$11,697,809
All Programs Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes increases and/or decreases in salaries & benefits, contracts, and materials.	0.00	(\$226,759)
Applications To better equip and advance the City's Alex311 initiative, funding has been allocated for a new CRM software. The new CRM will include a citizen portal, the ability for citizens to submit requests through multiple channels (social media, text, chat, web etc.), and a public-facing knowledge base that will improve the overall customer experience. (A knowledge base is a self-serve online library of information about a product, service, department, or topic.) This is a six month cost which for FY 2021 will increase to \$500,000.	0.00	\$250,000
Applications A Computer Programmer Analyst IV position (1.0 FTE) has been added to support the data architecture design, development and ongoing refinement of the CRM platform for the Alex311 program and other enterprise system goals. In addition to supporting the Alex311 program, this FTE will develop a citywide implementation strategy (including establishing data infrastructure), perform trainings, and expand the application within the City as a client/customer database management tool.	1.00	\$137,959
Security A Computer Programmer Analyst II position (1.00 FTE) has been added to implement initiatives and solutions that will support the City's cyber security and risk management program and its ability to respond to emerging threats. Given the increasingly hostile internet connected computing universe, the City needs to increase its resources to protect its data, computer systems, and residents. The addition of a Security Analyst will help ITS build out its security posture appropriately for the City.	1.00	\$119,186
Multiple Programs ITS analyzed all current contractor positions to identify positions that support long-term departmental needs. Converting these 7.0 contractor positions to permanent benefited city positions will result in improvements to the quality and sustainability of technology services and solutions while enhancing strategic relationships with departments. The following positions are being converted: Project Manager (2.0 FTE), Junior Business Analyst (1.0 FTE), Computer Programmer Analyst III (1.0 FTE), Administrative Analyst (1.0 FTE), IT Support Engineer I (1.0 FTE), and IT Support Engineer II (1.0 FTE). Of the 7.00 FTEs, 4.50 are being funded through the Capital Improvement Program with no impact to the operating budget (CIP cost \$464,916, Operating \$254,917).	7.00	254,917
TOTAL FY 2020 APPROVED ALL FUNDS BUDGET	72.00	\$12,233,112



PERFORMANCE INDICATORS

Strategic Plan indicators supported by this Department

- Departmental Key Indicators are listed below

Key Department Indicators	2016 Actual	2017 Actual	2018 Actual	2019 Estimate	Target
<i>Number of hours that the City telephoen network is down</i>	10	8	20	5	5
<i>Percent of customers reporting satisfaction with email and other online communication tools</i>	88.0%	95.0%	90.0%	90.0%	95.0%
<i>Percent of surveyed City employees that say City provided technology improves their ability to complete work</i>	77.0%	89.0%	89.0%	90.0%	85.0%
<i>Percent of surveyed City employees who say they have sufficient project management resources to properly implement a technical IT project</i>	63.0%	84.0%	84.0%	84.0%	92.0%
<i>Percent of time City IT assets and data are reliable and secure</i>	99.0%	99.5%	99.0%	99.5%	99.0%
<i>Percent of time the City's network or servers are unavailable (nearest whole number)</i>	1.0%	1.0%	1.0%	1.0%	1.0%

Information Technology Services



PRIORITY BASED BUDGETING RESULTS

Service	Description	FY19 Cost (\$ in M)	PBB Quartile Score
Internet Access Administration	Maintain and manage the Internet routers so that staff and guests have access to the Internet	0.06 M	1
Research and Development Services	Evaluate industry trends that could be used to increase or improve current operations.	0.15 M	1
Server Implementation, Operation, and Administration	Install and maintain Windows Operating System environment on over 430 Servers across the enterprise	0.13 M	1
Switching and Routing Implementation, Operation, and Administration	Install and maintain networking equipment to support connectivity between City locations.	0.41 M	1
Telecommunications Services	Install, maintain, backup, configure, and operate the City's enterprise telecommunications program.	0.56 M	1
GIS Data & Program Management	Development and management of 15 GIS web-based viewers. Management of 20 GIS databases and 150 GIS data services. Management of spatial data collection tools and services Management of 300+ Geographic Information System (GIS) feature data layers and associated processes Desktop GIS application and licensing support for 100+ users. Pictometry aerial imagery capture for parcel review. Portal for the public to search and download 44 layers of GIS data.	0.80 M	2
Information Security	Manage Antivirus and Malware Manage Intrusion Detections Resources Manage and Perform Vulnerability and Penetration Testing Respond to Active Security Incidents Technical Consulting to City Departments Training Cyber Security Awareness Training Technology System Architecture Review Review of Emerging Threats Perform and Review Systems Patching Enterprise Policies and Procedures Management Software Maintenance Utilized by the Enterprise Maintenance on IT Devices Utilized by the Enterprise	0.64 M	2

Information Technology Services



PRIORITY BASED BUDGETING RESULTS

Service	Description	FY19 Cost (\$ in M)	PBB Quartile Score
IT Project Management Services	This service assists departments with technology projects, focusing on planning and organizing a project and its resources by executing project management practices throughout the project (or product) life cycle on behalf of the department.	0.32 M	2
IT Strategy and Governance	IT governance and strategy, organizational design, financial management, innovation, service management, partner with external and internal stakeholders.	0.34 M	2
Leadership and Staff Management	People Management: Attract, select, engage, lead, manage, coach, train, and develop staff.	0.27 M	2
Microsoft Office 365 Administration	Programming services to support email communications.	0.13 M	2
Mobile Workforce Services	Provides strategy, design, implementation, and review of the City's security, infrastructure, applications, and endpoints to support the City's next generation mobile technology.	0.07 M	2
NCRNet Connectivity	Provide capability to connect to the NCRNet for regional government use.	0.06 M	2
Remote Access Implementation, Operation, and Administration	Maintain and administer the remote access environment.	0.09 M	2
HR Support and Timekeeping Management	Support for all HR functions including timekeeping, leave administration, staff development assistance and support for the recruitment process within the department	0.07 M	3
Human Resources System Technical Support Services	This service performs ongoing system administration and provides general support for the commercial-off-the-shelf (COTS) Enterprise Resource Planning (ERP) package utilized for human resources management functionality.	0.10 M	3
Payroll System Technical Support Services	This service performs ongoing system administration and provides general support for two commercial-off-the-shelf (COTS) packages utilized for payroll and time and attendance functionality.	0.06 M	3
Permitting System Technical Support Services	This service performs ongoing system administration and provides general support for the commercial-off-the-shelf (COTS) permitting software package.	0.25 M	3

Information Technology Services



PRIORITY BASED BUDGETING RESULTS

Service	Description	FY19 Cost (\$ in M)	PBB Quartile Score
Personal Property Tax System Technical Support Services	This service performs ongoing system administration, software development, and provides general support for the custom developed vehicle personal property tax software application.	0.01 M	3
Purchasing System Technical Support Services	This service performs ongoing system administration and provides general support for the commercial-off-the-shelf Purchasing package utilized for procurement.	0.07 M	3
Real Estate Assessment System Technical Support Services	This service performs ongoing system administration and provides general support for the commercial-off-the-shelf (COTS) real estate mass assessment software package.	0.21 M	3
Recreation Center Mgmt. System Technical Support Services	This service performs ongoing system administration and provides general support for the commercial-off-the-shelf recreation center management software package.	0.08 M	3
Service Desk System Management	Provides for support and maintenance of the City's incident and request management system. This system allows for the appropriate routing and resolution of IT tickets.	0.12 M	3
Software Acquisition Services	This service assists departments in the selection of appropriate commercial-off-the-shelf software packages.	0.05 M	3
Virtual Server Environment Installation and Administration	Maintain the virtual server environment for the enterprise.	0.17 M	3
Wireless Infrastructure Implementation, Operation, and Administration	Provide wireless services to City employees and guests	0.21 M	3

Information Technology Services



PRIORITY BASED BUDGETING RESULTS

Service	Description	FY19 Cost (\$ in M)	PBB Quartile Score
Point of Sale / Collections Mgmt. System Technical Support Services	This service performs ongoing system administration and provides general support for the software packages utilized by the Office of Historic Alexandria; a commercial-off-the-shelf point of sale system, commercial-off-the-shelf museum collections software and ancillary custom developed applications utilized for collections management.	0.02 M	4
Printer Maintenance	Provides for the maintenance of the City's network printer inventory.	0.06 M	4
SharePoint Online Services	SharePoint Online is a hosted service that allows staff to access documents, sites and work collaboratively with colleagues.	0.10 M	4
Software Installation and Configuration Services	This service performs installation and configuration of commercial-off-the-shelf (COTS) software packages.	0.12 M	4

Information Technology Services



PROGRAM LEVEL SUMMARY

Program	FY 2018 Actual	FY 2019 Approved	FY 2020 Approved	\$ Change 2019 - 2020	% Change 2019 - 2020
Leadership & Management	\$1,107,743	\$1,272,894	\$1,416,716	\$143,822	11.3%
Applications	\$1,632,568	\$1,592,078	\$2,235,512	\$643,434	40.4%
Communications Support	\$830,006	\$994,747	\$879,930	(\$114,817)	-11.5%
Customer Service	\$1,355,132	\$1,364,043	\$1,285,286	(\$78,757)	-5.8%
Enterprise Business Systems Support	\$2,246,467	\$2,265,418	\$2,255,454	(\$9,964)	-0.4%
IT Project Management	\$644,146	\$442,854	\$565,287	\$122,433	27.6%
Network Operations	\$2,935,812	\$3,322,277	\$2,950,862	(\$371,415)	-11.2%
Security	\$268,890	\$443,498	\$644,065	\$200,567	45.2%
Total Expenditures (All Funds)	\$11,020,764	\$11,697,809	\$12,233,112	\$535,303	4.6%

- Leadership and Management increases by \$143,822 or 11.3% due to annual merit, health insurance rate increases, the addition of the conversion of a contract Administrative Analyst, and contractual services increases.
- Applications increases by \$643,434 or 40.4% due to annual merit and health insurance rate increases, a personnel FTE adjustment, the addition of the Customer Relationship Management (CRM) software for the Alex311 initiative, and the addition of a Computer Programmer Analyst IV.
- Communications Support decreases by \$114,817 or 11.5% due a personnel allocation adjustment, the Applications Division Chief position was transferred to the Applications program area during FY 2019.
- Customer Service decreases by \$78,757 or 5.8% due to turnover savings and a decrease in retirement contribution rates.
- Enterprise Business System Support decreases by \$9,964 due to turnover savings.
- IT Project Management increases by \$122,433 or 27.6% due to annual merit increases, health insurance rate increases, and the addition of a Junior Business Analyst.
- Network Operations decreases by \$371,415 or 11.2% due to cost savings from the new Institutional Network (I-Net) agreement and from removing funding for the Enterprise Data Storage replacement, which was replaced in FY 2019.
- Security increased by \$200,567 or 45.2% due to the addition of a Computer Programmer Analyst III (1.0 FTE) and software licenses, offset by turnover savings.

Information Technology Services



PROGRAM LEVEL SUMMARY

Program	FY 2018 Actual	FY 2019 Approved	FY 2020 Approved	\$ Change 2019 - 2020	% Change 2019 - 2020
Leadership & Management	7.50	6.00	7.00	1.00	16.7%
Applications	10.00	11.00	13.00	2.00	18.2%
Communications Support	4.50	4.00	3.00	(1.00)	-25.0%
Customer Service	7.40	9.00	11.00	2.00	22.2%
Enterprise Business Systems Support	14.00	15.00	16.00	1.00	6.7%
IT Project Management	4.75	4.00	7.00	3.00	75.0%
Network Operations	9.65	12.00	12.00	0.00	0.0%
Security	2.20	2.00	3.00	1.00	50.0%
Total FTEs	60.00	63.00	72.00	9.00	14.3%

- Leadership & Management increases by 1.0 FTE or 16.7% due to a conversion of a contract Administrative Analyst to a permanent position (1.0 FTE). This position has been added to support the management of software licenses, asset management, and cost optimization.
- Applications increases by 2.0 FTE or 18.2% due to a FTE allocation adjustment of a position that was previously allocated in another ITS program area and the addition of a Computer Programmer Analyst IV position (1.0 FTE) to support the data architecture design, development and ongoing refinement of the customer relations management platform for the Alex311 program and other enterprise system goals.
- Communications Support decreases by 1.0 FTE or 25.0% due to a FTE allocation adjustment of a position that was previously allocated in another ITS program area.
- Customer Service increases by 2.0 FTE or 22.2% due to a conversion of a contract IT Support Engineer I and IT Support Engineer II to permanent positions (2.0 FTE). These positions support ITS' equipment replacement and upgrade workstation operating system programs.
- Enterprise Business Systems Support increased by 1.0 FTE or 6.7% due to the conversion of a contract Computer Programmer III to a permanent position (1.0 FTE). This position will support the enterprise asset management system.
- IT Project Management increases by 3.0 FTE or 75.0% due a conversion of two Project Managers (2.0 FTE) and a Junior Business Analyst (1.0 FTE) to permanent positions. One Project Manager will support the City's permitting system and the other Project Manager will focus their efforts on implementing key initiatives in the ITS Strategic Plan, IT/CIP, and ITS modernization projects. Additionally, the Junior Business Analyst will support the Digital transformation of business processes that will require the documenting of the current state and identify how technology could advance or allow for more work efficiencies.
- Network Operations remains flat for FY 2020.
- Security increases by 1.0 FTE or 50.0% due to the addition of a Computer Programmer Analyst II position (1.0 FTE). This position will implement initiatives and solutions that will improve the overall security posture of the City.

Information Technology Services



LEADERSHIP & MANAGEMENT

Program Description: This program provides technology investment management, sound leadership, and overall IT service delivery.

Expenditures by Character	FY 2018 Actual	FY 2019 Approved	FY 2020 Approved	\$ Change 2019 - 2020	% Change 2019 - 2020
Personnel	\$790,063	\$875,012	\$905,883	\$30,871	3.5%
Non-Personnel	\$317,680	\$397,882	\$510,833	\$112,951	28.4%
Total Program Expenditures (All Funds)	\$1,107,743	\$1,272,894	\$1,416,716	\$143,822	11.3%
Total Program FTEs	7.50	6.00	7.00	1.00	16.7%

APPLICATIONS

Program Description: This program supports the geographic information system (GIS), web technologies, and data analytics for the enterprise.

Expenditures by Character	FY 2018 Actual	FY 2019 Approved	FY 2020 Approved	\$ Change 2019 - 2020	% Change 2019 - 2020
Personnel	\$1,181,453	\$1,127,028	\$1,499,606	\$372,578	33.1%
Non-Personnel	\$451,115	\$465,050	\$735,906	\$270,856	58.2%
Capital Goods Outlay	\$0	\$0	\$0	\$0	
Total Program Expenditures (All Funds)	\$1,632,568	\$1,592,078	\$2,235,512	\$643,434	40.4%
Total Program FTEs	10.00	11.00	13.00	2.00	18.2%

Information Technology Services



COMMUNICATION SUPPORT

Program Description: This program provides telecommunication services.

Expenditures by Character	FY 2018 Actual	FY 2019 Approved	FY 2020 Approved	\$ Change 2019 - 2020	% Change 2019 - 2020
Personnel	\$597,387	\$777,580	\$590,244	(\$187,336)	-24.1%
Non-Personnel	\$232,619	\$217,167	\$289,686	\$72,519	33.4%
Total Program Expenditures (All Funds)	\$830,006	\$994,747	\$879,930	(\$114,817)	-11.5%
Total Program FTEs	4.50	4.00	3.00	-1.00	-25.0%

CUSTOMER SERVICE

Program Description: This program provides the efficient delivery of agreed services and solutions to maintain business operations and customer satisfaction.

Expenditures by Character	FY 2018 Actual	FY 2019 Approved	FY 2020 Approved	\$ Change 2019 - 2020	% Change 2019 - 2020
Personnel	\$795,787	\$1,077,311	\$926,986	(\$150,325)	-14.0%
Non-Personnel	\$559,345	\$286,732	\$358,300	\$71,568	25.0%
Total Program Expenditures (All Funds)	\$1,355,132	\$1,364,043	\$1,285,286	(\$78,757)	-5.8%
Total Program FTEs	7.40	9.00	11.00	2.00	22.2%

Information Technology Services



ENTERPRISE BUSINESS SYSTEMS SUPPORT

Program Description: This program provides enterprise software lifecycle management to include databases and custom application development.

Expenditures by Character	FY 2018 Actual	FY 2019 Approved	FY 2020 Approved	\$ Change 2019 - 2020	% Change 2019 - 2020
Personnel	\$1,677,148	\$1,872,935	\$1,823,318	(\$49,617)	-2.6%
Non-Personnel	\$569,319	\$392,483	\$432,136	\$39,653	10.1%
Total Program Expenditures (All Funds)	\$2,246,467	\$2,265,418	\$2,255,454	(\$9,964)	-0.4%
Total Program FTEs	14.00	15.00	16.00	1.00	6.7%

IT PROJECT MANAGEMENT

Program Description: This program provides technology project and portfolio management, business analysis, and project governance services.

Expenditures by Character	FY 2018 Actual	FY 2019 Approved	FY 2020 Approved	\$ Change 2019 - 2020	% Change 2019 - 2020
Personnel	\$257,971	\$314,082	\$420,997	\$106,915	34.0%
Non-Personnel	\$386,174	\$128,772	\$144,290	\$15,518	12.1%
Total Program Expenditures (All Funds)	\$644,146	\$442,854	\$565,287	\$122,433	27.6%
Total Program FTEs	4.75	4.00	7.00	3.00	75.0%

Information Technology Services



NETWORK OPERATIONS

Program Description: This program services offerings includes institutional network, collaboration technologies, and enterprise infrastructure management support.

Expenditures by Character	FY 2018 Actual	FY 2019 Approved	FY 2020 Approved	\$ Change 2019 - 2020	% Change 2019 - 2020
Personnel	\$1,413,993	\$1,522,398	\$1,630,253	\$107,855	7.1%
Non-Personnel	\$1,521,819	\$1,799,879	\$1,320,609	(\$479,270)	-26.6%
Total Program Expenditures (All Funds)	\$2,935,812	\$3,322,277	\$2,950,862	(\$371,415)	-11.2%
Total Program FTEs	9.65	12.00	12.00	0.00	0.0%

SECURITY

Program Description: This program develops and implements security policies, standards, guidelines, and procedures to keep data protected across the enterprise.

Expenditures by Character	FY 2018 Actual	FY 2019 Approved	FY 2020 Approved	\$ Change 2019 - 2020	% Change 2019 - 2020
Personnel	\$125,858	\$259,805	\$374,875	\$115,070	44.3%
Non-Personnel	\$143,032	\$183,693	\$269,190	\$85,497	46.5%
Total Program Expenditures (All Funds)	\$268,890	\$443,498	\$644,065	\$200,567	45.2%
Total Program FTEs	2.20	2.00	3.00	1.00	50.0%

Office of Internal Audit



The nature and purpose of the Office of Internal Audit is to perform independent appraisals of City programs and activities directed toward improving program efficiency; compliance with applicable rules and regulations; and the prevention of fraud, waste and abuse. Office of Internal Audit staff observe program conditions, analyze and evaluate the operational effectiveness of City and/or State financial management programs, formulate corrective actions for rectifying observed deficiencies, and make written recommendations to the responsible operating officials. Office of Internal Audit staff also supports City departments that are undergoing Federal and State monitoring visits and financial audits. Finally, the Office of Internal Audit administers the City's Ethics and Fraud Hotline.

Department Contact Info

703.746.4742

www.alexandriava.gov/internalaudit

Department Contact

Robert Snyder

Office of Internal Audit



EXPENDITURE SUMMARY

	FY 2018 Actual	FY 2019 Approved	FY 2020 Approved	\$ Change 2019 - 2020	% Change 2019 - 2020
Expenditures By Character					
Personnel	\$272,851	\$388,652	\$399,977	\$11,325	2.9%
Non-Personnel	\$43,017	\$40,515	\$42,025	\$1,510	3.7%
Total	\$315,868	\$429,167	\$442,002	\$12,835	3.0%
Expenditures by Fund					
General Fund	\$315,868	\$429,167	\$442,002	\$12,835	3.0%
Total	\$315,868	\$429,167	\$442,002	\$12,835	3.0%
Total Department FTEs	3.00	3.00	3.00	-	0.0%

FISCAL YEAR HIGHLIGHTS

- The Office of Internal Audit's overall budget increased by \$12,835 or 3.0% over FY 2019 levels.
- Personnel costs increased by \$11,325 or 2.9% due to annual merit and health insurance rate increases. Non-personnel costs increased by 3.7 % or \$1,510 due to increased lease costs.



DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
TOTAL FY 2019 APPROVED ALL FUNDS BUDGET	3.00	\$429,167
All Programs		
Current services adjustment—Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes increases and/or decreases in salaries & benefits, contracts, and materials	0.00	\$12,835
TOTAL FY 2020 APPROVED ALL FUNDS BUDGET	3.00	\$442,002

PERFORMANCE INDICATORS

Strategic Plan indicators supported by this Department

- Increase the percentage of residents who approve of the overall quality of City government services from 2016's 77%.

Key Department Indicators	2016 Actual	2017 Actual	2018 Actual	2019 Estimate	Target
<i>Percent of Audit Corrective Actions Implemented Within 45 Days</i>	82.4%	96.2%	97.6%	90.0%	90.0%
<i># of Audits Completed</i>	17	52	41	20	20
<i># of Audit Recommendations Proposed</i>	63	98	66	30	30



PRIORITY BASED BUDGETING RESULTS

Service	Description	FY19 Cost (\$ in M)	PBB Quartile Score
Audits	Observe program conditions, analyze and evaluate the operational effectiveness of City and/or State financial management programs, formulate corrective actions for rectifying observed deficiencies, and make written recommendations to the responsible operating officials. Office of Internal Audit staff also supports City departments that are undergoing Federal and State monitoring visits and financial audits.	0.34 M	1
Government Ethics, Fraud, and Waste Resolution	Administers the City's Ethics and Fraud Hotline. The purpose of the hotline is to provide a confidential method for employees, residents, and contractors to relay information concerning fraud, waste, abuse, or ethical misconduct to the City.	0.08 M	1

INTERNAL AUDIT

Program Description: The Office of Internal Audit is responsible for performing independent appraisals of City programs and activities directed toward improving program efficiency, compliance with applicable rules and regulations; and, the prevention of fraud, waste and abuse.

Expenditures by Character	FY 2018 Actual	FY 2019 Approved	FY 2020 Approved	\$ Change 2019 - 2020	% Change 2019 - 2020
Personnel	\$272,851	\$388,652	\$399,977	\$11,325	2.9%
Non-Personnel	\$43,017	\$40,515	\$42,025	\$1,510	3.7%
Total Program Expenditures (All Funds)	\$315,868	\$429,167	\$442,002	\$12,835	3.0%
Total Program FTEs	3.00	3.00	3.00	0.00	0.0%

Office of Management and Budget



The Office of Management & Budget (OMB) prepares the annual operating budget, the capital improvement program, and performs on-going fiscal and management analyses of City programs while conducting research and analysis in such areas as improving operational efficiency and cost effectiveness, performance measures, and organizational structure and processes.

Department Contact Info

703.746.3737

<http://www.alexandriava.gov/Budget>

Department Head

Morgan Routt



EXPENDITURE SUMMARY

	FY 2018 Actual	FY 2019 Approved	FY 2020 Approved	\$ Change 2019 - 2020	% Change 2019 - 2020
Expenditures By Character					
Personnel	\$1,001,223	\$1,201,304	\$1,231,239	\$29,935	2.5%
Non-Personnel	\$90,106	\$57,847	\$57,490	(\$357)	-0.6%
Total	\$1,091,329	\$1,259,151	\$1,288,729	\$29,578	2.3%
Expenditures by Fund					
General Fund	\$1,091,329	\$1,259,151	\$1,288,729	\$29,578	2.3%
Total	\$1,091,329	\$1,259,151	\$1,288,729	\$29,578	2.3%
Total Department FTEs	10.00	10.00	11.00	1.00	10.0%

FISCAL YEAR HIGHLIGHTS

- The FY 2020 budget for the Office of Management and Budget increases by \$29,578 or 2.3% compared to FY 2019 levels.
- Personnel increases by \$29,935 or 2.5% due to annual merit, career ladder, and health insurance rate increases. An additional budget/management analyst position was added to be a second CIP analyst funded entirely by the CIP to assist with the growth in size and complexity of the CIP and to help address the Ad-Hoc Joint City-Schools Facilities Investment Task Force recommendation to decouple the CIP process from the operating budget by holding a series of CIP work sessions in the Fall.



DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
TOTAL FY 2019 APPROVED ALL FUNDS BUDGET	10.0	\$1,259,151
All Programs		
Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes increases and/or decreases in salaries & benefits, contracts, and materials.	0.00	\$62,578
Budget and Management Services		
CIP Analyst—The addition of one CIP budget/management analyst position to be funded entirely by the CIP capital staffing project to the amount of \$97,100. This position would assist the CIP Coordinator in the City's efforts to implement the recommendation of the Ad-Hoc Joint City-Schools Facilities Investment Task Force to decouple the CIP process from the operating budget and provide greater analytical capability for the significantly expanded and more complex \$1.6 billion ten-year CIP and to ensure continuity of CIP support in the CIP Coordinator's absence.	0.00	\$0
Budget and Management Services		
CIP Coordinator Position—Capitalizing 25% of the CIP coordinator position would reduce General Fund costs without an impact in service or quality.	0.00	(\$33,000)
TOTAL FY 2020 APPROVED ALL FUNDS BUDGET	11.0	\$1,288,729



PERFORMANCE INDICATORS

Strategic Plan indicators supported by this Department

- Increase the percentage of residents who approve of the overall quality of City government services from 2016's 77%.
- Maintain that City government receives the highest bond ratings of AAA/Aaa by two rating agencies.

Key Department Indicators	2016 Actual	2017 Actual	2018 Actual	2019 Estimate	Target
<i>Actual General Fund expenditures as a percent of appropriated General Fund expenditures</i>	98.7%	98.4%	97.1%	98.0%	98.0%
<i>Actual General Fund expenditures as percent of approved General Fund expenditures</i>	99.5%	99.6%	98.7%	99.0%	100.0%
<i>Actual General Fund revenue as percent of approved General Fund revenue</i>	100.7%	101.5%	100.5%	100.0%	100.0%
<i>Percent of budget book outstanding ratings from the Government Finance Officers Association</i>	7.4%	18.5%	24.7%	20.0%	37.0%
<i>Unassigned General Fund fund balance as percent of approved General Fund revenue</i>	8.0%	9.1%	10.5%	9.0%	5.5%



PRIORITY BASED BUDGETING RESULTS

Service	Description	FY19 Cost (\$ in M)	PBB Quartile Score
Budget Development and Evaluation	Lead the process to develop, review and submit an annual operating budget to City Council for the purpose of developing a responsible and responsive annual funding and service plan for the City government. This includes a review of department budget submissions, statement of policy and service impacts on new and/or reduced services, preparing and maintaining the 5-year financial planning model, and preparing materials for City Council budget work sessions, employee engagement forums, BFAAC, and public hearings.	0.68 M	1
Budget Implementation & Monitoring	Provide guidance and routine reviews of department budgets to ensure spending aligns with the available resources and anticipated department deliverables in a given year for the purpose of spending City dollars consistently with approved plans, goals and funding levels. This includes, but is not limited to, reviewing budget transfers and preparing year-end projections.	0.26 M	2
CIP Budget Development and Evaluation	Lead the process to develop, review and submit a 10 year capital budget to City Council for the purpose of developing a responsible and responsive annual funding and service plan for the City government. This includes a review of department budget submissions, prepare and maintain multiple iterations of the debt model, and preparing materials for City Council budget work sessions, employee engagement forums, BFAAC, and public hearings.	0.12 M	2
CIP Budget Implementation & Monitoring	Provide guidance and routine reviews of department budgets to ensure spending aligns with the available resources and anticipated department deliverables in a given year for the purpose of spending City dollars consistently with approved plans, goals and funding levels. This includes, but is not limited to, reviewing CIP invoices, managing the monthly capital allocation process, preparing CIP quarterly status reports, and preparing year-end projections.	0.06 M	2
Research and Analysis	Perform special research and analysis projects as requested from various sources including the City Council, City Manager, BFAAC and Budget Director for the purpose of addressing emerging budget issues and improving City efficiency and effectiveness.	0.14 M	4

Non-Departmental



The Non-Departmental budget encompasses expenditures and initiatives that are not specifically related to any department or have Citywide impacts. These expenditures include:

- Debt Service
- Cash Capital
- City Memberships
- Insurance
- Employee Compensation Related Items
- Other Operating Expenditures
- Response to Emergencies
- Contingent Reserves
 - 2020 Census Complete Count Committee
 - C-Pace Start-Up
 - Early Childhood Capacity Expansion
 - Family Unit Due Process Program
 - Inova Alexandria Hospital Appropriation
 - SNAP Outreach and Program Expansion
 - Night/Weekend Zoning Inspector



Non-Departmental

REVENUE & EXPENDITURE SUMMARY

	FY 2018 Actual	FY 2019 Approved	FY 2020 Approved	\$ Change 2019 - 2020	% Change 2019 - 2020
Expenditures by Type					
Capital Improvement Program Related Expenses					
<i>General Obligation Debt Service: WMATA</i>	\$1,103,949	\$1,077,673	\$1,051,398	(\$26,275)	-2.4%
<i>General Obligation Debt Service: General City (excl. ACPS)</i>	\$34,379,861	\$38,931,876	\$34,223,227	(\$4,708,649)	-12.1%
<i>Northern Virginia Transportation District Debt Service</i>	\$256,070	\$256,070	\$256,070	\$0	0.0%
<i>Transfer to Capital Projects (CIP Cash Capital)</i>	\$43,375,231	\$36,966,696	\$40,031,577	\$3,064,881	8.3%
City Memberships	\$365,855	\$383,532	\$396,549	\$13,017	3.4%
Insurance	\$7,621,550	\$6,395,559	\$6,070,344	(\$325,215)	-5.1%
Employee Compensation	\$2,850,000	\$1,886,344	\$1,700,000	(\$186,344)	-9.9%
Other Operating Expenditures	\$1,271,469	(\$1,247,558)	\$268,260	\$1,515,818	-121.5%
Contingent Reserves	\$0	\$3,810,114	\$1,061,770	(\$2,748,344)	-72.1%
Response to Snow & Ice Emergencies	\$1,136,223	\$850,000	\$850,000	\$0	0.0%
Fund Grants & Donations	\$19,378	\$1,000,000	\$1,000,000	\$0	0.0%
Total	\$92,379,585	\$90,310,306	\$86,909,195	(\$3,401,111)	-3.8%
Expenditures by Fund					
General Fund	\$92,360,207	\$89,310,306	\$85,909,195	(\$3,401,111)	-3.8%
Non-Fiscal Year Grants	\$0	\$0	\$0	\$0	N/A
Fiscal Year Grants	\$0	\$1,000,000	\$1,000,000	\$0	0.0%
Donations	\$0	\$0	\$0	\$0	N/A
Other Special Revenue	\$19,378	\$0	\$0	\$0	N/A
DASH	\$0	\$0	\$0	\$0	N/A
Total	\$92,379,585	\$90,310,306	\$86,909,195	(\$3,401,111)	-3.8%

FISCAL YEAR HIGHLIGHTS

- The FY 2020 Non-Departmental budget is decreasing \$3,401,111 or -3.8% as compared to the FY 2019 budget.
- The City's share of Alexandria City Public School (ACPS) debt service expense equaling \$28,112,251 has been budgeted separately in the ACPS budget section and is no longer shown in the Non-Departmental budget. In FY 2019, ACPS' share of debt service was \$28,416,740.
- Cash Capital expenditures (which includes both City and ACPS Cash Capital) are increasing by \$3,064,881 or 8.3% as compared to the FY 2019 budget in order to fund the FY 2020 CIP and to help cushion the projected large debt service increase in FY 2021.
- Insurance costs are decreasing by \$325,215 or -5.1%. The major drivers for this decrease are renegotiated Liability Property insurance premiums (-\$190,000) and alignment of budgeted expenditures for group health insurance for retired employees, with actual experience over the last few fiscal years (-\$341,296).
- The employee compensation portion on Non-Departmental for the closed public safety pension plan is maintained at the FY 2019 funding level (\$1,700,000). The living wage adjustment amount included here in the FY 2019 budget (\$186,344) has been removed and distributed to impacted departments.
- Contingent Reserves funding is decreasing \$2,748,344 or -72.1% as compared to FY 2019. This reflects the net adjustments of removing one-time contingency funds, such as the public safety pay contingency, set aside in the FY 2019 budget and the addition of new contingency items for FY 2020. These items are discussed in more detail later in this section.



Non-Departmental

DEBT SERVICE

Expenditures by Type	FY 2018 Actual	FY 2019 Approved	FY 2020 Approved
General Obligation Debt Service: WMATA	\$1,103,949	\$1,077,673	\$1,051,398
General Obligation Debt Service: General City (excluding ACPS)	\$34,379,861	\$38,931,876	\$34,223,227
Northern Virginia Transportation District Debt Service	\$256,070	\$256,070	\$256,070
Total Expenditures (All Funds)	\$35,739,880	\$40,265,619	\$35,530,695

*The City's share of Alexandria City Public School (ACPS) debt service expense of \$28,112,251 has been budgeted separately in the ACPS budget section and is no longer shown in the Non-Departmental budget. In FY 2019, ACPS' share of debt service was \$28,416,740.

Debt Service

Total debt service (excluding ACPS) decreases in FY 2020, which is attributable to savings realized from the final structure and amount of the CY 2018 debt issuance and also plans to not borrow in FY 2020 to match projected cash flows. Based on staff's analysis of the projected cash flow of existing on-going projects and the planned projects scheduled to begin in FY 2020, and because of on hand available bond balances, the City plans to schedule the next bond issuance contemplated in FY 2021.

Note: There are additional debt service costs to the City for specific programs in the FY 2020 budget (totaling approximately \$2.3 million), which are budgeted in the Fire Department (\$1.7 million) and the Department of Transportation & Environmental Services (\$0.6 million).

CIP CASH CAPITAL

Expenditures by Type	FY 2018 Actual	FY 2019 Approved	FY 2020 Approved
Transfer to Capital Projects (CIP Cash Capital)	\$43,375,231	\$36,966,696	\$40,031,577
Total Expenditures (All Funds)	\$43,375,231	\$36,966,696	\$40,031,577

Transfer to Capital Projects (CIP Cash Capital)

The FY 2020 budget includes \$40,031,577 in General Fund cash capital to be transferred to the CIP to support City and ACPS capital projects. This includes the \$708,750 added to the Cash Capital Transfer as part of the Add/Delete process to support the school's textbook replacement program.

During Fiscal Year 2017 and 2018, City Council added a total of 5.0 cents to the real estate tax rate, including a 2.0 cent real estate tax rate increase in FY 2017 and 3.0 cents in FY 2018, to increase cash capital funding. As part of the FY 2018 real estate tax increase for City and ACPS capital, City Council created an Ad Hoc Joint City-Schools Facilities Investment Task Force to provide recommendations to prioritize City and School facility projects. The Task Force presented its recommendations for the prioritization of these projects to City Council in November 2017. The Approved FY 2020—FY 2029 Capital Improvement Program continues to reflect these recommendations.

The General Fund cash capital transfer of \$40,031,577 represents 5.3% of all General Fund expenditures in the FY 2020 budget.

Note: There are additional cash capital costs to the City for the Stormwater Utility fund, Sanitary Sewer fund, and the Transportation Improvement Program (TIP) in the FY 2020 budget (totaling \$6.8 million), which are budgeted in the Transportation & Environmental Services Department.



Non-Departmental

CITY MEMBERSHIPS

Expenditures by Type	FY 2018 Actual	FY 2019 Approved	FY 2020 Approved
City Memberships	\$365,855	\$383,532	\$396,549
Total Expenditures (All Funds)	\$365,855	\$383,532	\$396,549

City Memberships

The budget for City Memberships increases by \$13,017 in FY 2020, reflecting a slight increase in membership costs for existing memberships.

- Metropolitan Washington Council of Governments, \$158,763 (This includes \$15,436 in new funding for the MWCOG Public Safety Fund).
- Northern Virginia Regional Commission, \$131,431
- Virginia Municipal League, \$43,997
- National League of Cities, \$9,965
- Northern Virginia Transportation Commission, \$39,016
- U.S. Conference of Mayors, \$13,377

INSURANCE

Expenditures by Type	FY 2018 Actual	FY 2019 Approved	FY 2020 Approved
Insurance Charges	\$7,621,550	\$6,395,559	\$6,070,344
Total Expenditures (All Funds)	\$7,621,550	\$6,395,559	\$6,070,344

Insurance

In lieu of purchasing insurance for all potential risks, the City is self-insured for some risks. This account provides monies for payment of claims adjustments, the current cost of health insurance for City retirees, and insurance policies held by the City. The total insurance budget is decreasing by \$325,215 from FY 2019 levels. The major drivers for this decrease are renegotiated Liability Property insurance premiums (-\$190,000) and alignment of budgeted expenditures for group health insurance for retired employees with actual experience over the last few fiscal years (-\$341,296).



Non-Departmental

EMPLOYEE COMPENSATION RELATED ITEMS

Expenditures by Type	FY 2018 Actual	FY 2019 Approved	FY 2020 Approved
Old Public Safety Pension Plan	\$1,700,000	\$1,700,000	\$1,700,000
Long-Term Disability	\$1,150,000	\$0	\$0
Living Wage Rate Increase	\$0	\$186,344	\$0
Total Expenditures (All Funds)	\$2,850,000	\$1,886,344	\$1,700,000

Employee Compensation Related Items

Employee Compensation provides funding for a closed City Public Safety Pension Program (\$1.7 million). The Living Wage rate increase from \$14.13 to \$15.00 per hour that was enacted as part of the FY 2019 Approved Budget has been removed from the Non-Departmental budget and distributed to impacted departments.

OTHER OPERATING EXPENSES

Expenditures by Type	FY 2018 Actual	FY 2019 Approved	FY 2020 Approved
Summer Interns	\$0	\$75,000	\$75,000
Other Expenditures	\$1,271,469	-\$1,322,558	\$193,260
Total Expenditures (All Funds)	\$1,271,469	-\$1,247,558	\$268,260

Other Operating Expenditures

Other Operating Expenditures includes level funding for summer interns and minor adjustments to certain components of miscellaneous operating expenses.



Non-Departmental

CONTINGENT RESERVES

Expenditures by Type	FY 2018 Actual	FY 2019 Approved	FY 2020 Approved
Contingent Reserves	\$0	\$3,810,114	\$1,061,770
Total Expenditures (All Funds)	\$0	\$3,810,114	\$1,061,770

Item	Description/Impacts	Amount
TOTAL FY 2019 APPROVED ALL FUNDS BUDGET		\$3,810,114
All	Remove \$3,810,114 of one-time funding for FY 2019 contingency items. Expenditures budgeted here in FY 2019 related to public safety compensation and the Addiction Recovery Coordinator have been moved to their respective department budgets.	(\$3,810,114)
2020 Census Complete Count Committee	Funding for community engagement and outreach leading up to the 2020 Census. The outreach methods, strategy, and funding needs will be determined over the coming months.	\$50,000
C-Pace Start-Up	Funding for the startup costs to create Alexandria's Commercial Property Assessed Clean Energy Program (C-PACE). These funds allow the creation of a program that will leverage private investment and private financing to support clean energy investments in commercial buildings throughout the City.	\$75,000
Early Childhood Capacity Expansion	Funding will provide resources to reduce wait times to access services in the early childhood programs available within the City. Staff are directed to return to City Council with a recommendation to assign these funds to existing early childhood programs with a priority to those investments that leverage available, external resources.	\$200,000
Family Unit Due Process Program	Funding will provide resources to assist Alexandria residents facing deportation proceedings. This support may include the leveraging of funds to apply for grants to assist in providing legal representation, and to educate residents on other resources available to assist them.	\$100,000
Inova Alexandria Hospital Appropriation	This funding represents the deletion of 50% of the appropriation to the Inova Alexandria Hospital for uncompensated care. The funding has been placed in contingent reserves until staff can complete an assessment of the impact of the recent expansion of Medicaid eligibility, approved by the General Assembly.	\$490,575
SNAP Outreach and Program Expansion	Funding will allow staff to expand the SNAP program to additional markets in the City, including the West End Farmers' Market; provide support for existing markets; and increase outreach to build awareness of the program at all locations.	\$62,600
Night/Weekend Zoning Inspector	The funding for the Night/Weekend Zoning Inspector has been moved to Contingent Reserves, until a comprehensive review and report on night/weekend staffing, policies, and coordination between the Police Department, Planning Department, Code Administration, Transportation & Environmental Services, Health Department and other impacted departments has been presented to Council.	\$83,595
TOTAL FY 2020 APPROVED ALL FUNDS BUDGET		\$1,061,770



Non-Departmental

RESPONSE TO EMERGENCIES

Expenditures by Type	FY 2018 Actual	FY 2019 Approved	FY 2020 Approved
Response to Snow & Ice Emergencies	\$1,136,223	\$850,000	\$850,000
Total Expenditures (All Funds)	\$1,136,223	\$850,000	\$850,000

Response to Emergencies

City snow and ice management budgets are included in the Non-Departmental section of the Operating Budget to allow for quicker monitoring and reporting of costs as well as removing the unpredictability of random snow and ice events from departmental budgets. The FY 2020 budget maintains funding at FY 2019 levels.

Office of Performance and Accountability



The Office of Performance and Accountability (OPA) analyzes data and processes to inform decisions and improve services delivered to Alexandria.

Department Contact Info

703.746.3729

<http://www.alexandriava.gov/Performance>

Department Head

Greg Useem



EXPENDITURE SUMMARY

	FY 2018 Actual	FY 2019 Approved	FY 2020 Approved	\$ Change 2019 - 2020	% Change 2019 - 2020
Expenditures By Character					
Personnel	\$355,454	\$403,874	\$404,207	\$333	0.1%
Non-Personnel	\$131,548	\$84,475	\$119,975	\$35,500	42.0%
Total	\$487,002	\$488,349	\$524,182	\$35,833	7.3%
Expenditures by Fund					
General Fund	\$487,002	\$488,349	\$524,182	\$35,833	7.3%
Total	\$487,002	\$488,349	\$524,182	\$35,833	7.3%
Total Department FTEs	3.00	3.00	3.00	-	0.0%

FISCAL YEAR HIGHLIGHTS

- The FY 2020 budget for the Office of Performance and Accountability increases by \$35,883 or 7.3% from FY 2019 levels.
- Personnel increases by \$333 or 0.1% due to merit and health insurance rate increases offset. A Senior Performance Analyst position was changed to a Performance Analyst position resulting in additional savings.
- Non-Personnel increases by \$35,500 or 4.2% due to the biennial resident survey (\$35,000) and City Works maintenance costs (\$500).



DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
TOTAL FY 2019 APPROVED ALL FUNDS BUDGET	3.00	\$488,349
All Programs Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes increases and/or decreases in salaries & benefits, contracts, and materials.	0.00	\$47,888
Performance and Accountability Changed Senior Performance Analyst to Performance Analyst—Senior Performance Analyst position was changed to a Performance Analyst position which will impact salary and benefits resulting in savings.	0.00	(\$12,055)
TOTAL FY 2020 APPROVED ALL FUNDS BUDGET	3.00	\$524,182



PERFORMANCE INDICATORS

Strategic Plan indicators supported by this Department

- Increase the percentage of residents who approve of the overall quality of City government services from 2016's 77%.

Key Department Indicators	2016 Actual	2017 Actual	2018 Actual	2019 Estimate	Target
<i>Number of projects requested and in queue</i>	N/A	61	92	80	N/A
<i>Number of projects completed</i>	73	35	38	30	N/A
<i>Percent of internal survey respondents reporting that OPA staff were professional</i>	N/A	N/A	97%	95%	95%
<i>Percent of internal survey respondents reporting that their project with OPA met or exceeded their needs</i>	N/A	N/A	87%	90%	95%



PRIORITY BASED BUDGETING RESULTS

Service	Description	FY19 Cost (\$ in M)	PBB Quartile Score
Performance dashboards	OPA partners with departments to measure their services so that the City can track how well programs are working (business intelligence) and provide transparency of the City's performance to the community. This supports data-driven decisions.	0.20 M	1
Surveys	Coordinate and conduct rigorous surveys so that decision makers know how the community and employees feel about the services that are delivered. This supports data-driven decisions.	0.08 M	1
Analysis & evaluation of service delivery performance	OPA collaborates with departments to answer questions, solve problems, and improve the efficiency and effectiveness of services through research, process analysis, evaluation, and data analysis. This supports data-driven decisions.	0.21 M	2

Office of Voter Registration & Elections



The Office of Voter Registration and Elections is responsible for conducting accurate, fair and transparent elections in Alexandria in accordance with the Constitution and laws of the United States and the Commonwealth of Virginia, and providing Alexandria voters the opportunity to participate in the electoral process. This includes maintaining an accurate list of registered voters, offering convenient absentee voting opportunities, recruiting and training election officers, preparing ballots and voting equipment, managing polling places, and certifying all election results within the City.

The office also verifies candidate nominating petitions and ensures that candidates for local office file on-time campaign finance reports and provide full disclosure of the campaign's financial activities to the public.

Department Contact Info

703.746.4050

<https://www.alexandriava.gov/Elections>

Department Head

Anna Leider

Office of Voter Registration & Elections



EXPENDITURE SUMMARY

	FY 2018 Actual	FY 2019 Approved	FY 2020 Approved	\$ Change 2019 - 2020	% Change 2019 - 2020
Expenditures By Character					
Personnel	\$820,664	\$839,104	\$887,592	\$48,488	5.8%
Non-Personnel	\$344,954	\$392,683	\$447,737	\$55,054	14.0%
Total	\$1,165,618	\$1,231,787	\$1,335,329	\$103,542	8.4%
Expenditures by Fund					
General Fund	\$1,165,618	\$1,231,787	\$1,335,329	\$103,542	8.4%
Total	\$1,165,618	\$1,231,787	\$1,335,329	\$103,542	8.4%
Total Department FTEs	6.60	6.60	6.60	-	0.0%

FISCAL YEAR HIGHLIGHTS

- Personnel increases by \$48,488 or 5.8% due to increasing seasonal employee and overtime budgets for the 2020 presidential primary election; these will be reduced in FY 2022 after the 2020 presidential election in FY 2021. Registrar also implemented a personnel reorganization during FY 2019 to streamline the elections process and improve service while decreasing the personnel budget.
- Non-Personnel increases by \$55,054 or 14.0% due to an increase in office space rental costs and an increase in ballot printing, equipment delivery, office supply, and postal costs for the 2020 presidential primary election.
- The Virginia Department of Elections partially reimburses localities for presidential primary election costs, and the City is anticipating a reimbursement of \$72,016 for the 2020 presidential primary election. This revenue does not appear in the Department section of the budget since it is a General Fund revenue.

Office of Voter Registration & Elections



DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
TOTAL FY 2019 APPROVED ALL FUNDS BUDGET	6.60	\$1,231,787
All Programs Current services adjustment—Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year, including the administration of the presidential primary election, and includes increases and/or decreases in salaries & benefits, contracts, and materials.	0.00	\$103,542
TOTAL FY 2020 APPROVED ALL FUNDS BUDGET	6.60	\$1,335,329

PERFORMANCE INDICATORS

Key Department Indicators	2016 Actual	2017 Actual	2018 Actual	2019 Estimate	Target
<i>Number of voters per election officer in general elections</i>	134.18	147.25	147.58	135.42	135.00
<i>Percent of absentee ballots sent within one day of receiving completed absentee ballot application</i>	98.99%	98.54%	99.99%	99.00%	100.00%
<i>Percent of registration transactions completed online</i>	22.90%	60.10%	85.12%	85.00%	85.00%
<i>Percent of registration transactions completed without error</i>	98.41%	98.19%	98.90%	99.00%	99.00%

Office of Voter Registration & Elections



PRIORITY BASED BUDGETING RESULTS

Service	Description	FY19 Cost (\$ in M)	PBB Quartile Score
Elections	Conduct accurate, fair, and transparent elections in Alexandria in accordance with the Constitution and laws of the United States and the Commonwealth of Virginia.	0.67 M	1
Voter Registration	Maintain an accurate list of registered voters in Alexandria so all qualified City residents have the opportunity to participate in the electoral process.	0.53 M	2
Campaign Finance	Ensure that candidates file on-time campaign finance reports and provide full disclosure of the campaign's financial activities to the public.	0.01 M	3
Local Candidate Qualifications	Ensure that candidates for office file all the required paperwork and meet qualifications for office.	0.01 M	3